United Nations A/68/761

General Assembly

Distr.: General
20 February 2014

Original: English

Sixty-eighth session
Agenda item 157
Financing of the United Nations Mission in Liberia

Budget for the United Nations Mission in Liberia for the period from 1 July 2014 to 30 June 2015

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Mission in Liberia (UNMIL) for the period from 1 July 2014 to 30 June 2015, which amounts to $433,483,200, exclusive of budgeted voluntary contributions in kind in the amount of $52,800.

The estimated resource requirements for the maintenance and operation of the Mission for the 2014/15 financial period represent a 9.0 per cent ($42,793,800) reduction when compared with the 2013/14 budgetary level. It reflects the reduction in the military and civilian personnel strengths of the Mission as well as in the composition of its aircraft fleet. Pursuant to Security Council resolution 2116 (2013), UNMIL will continue to assist the Government of Liberia with the consolidation of peace and stability in the country and with the protection of civilians, and in achieving a successful transition of complete security responsibility to national security institutions.

The budget provides for the deployment of 4,898 military personnel, including 133 military observers and 4,765 military contingent personnel, 1,763 police personnel, comprising 498 United Nations police officers and 1,265 formed police personnel, 443 international and 943 national staff, inclusive of 69 National Professional Officers, as well as 237 United Nations Volunteers and 32 Government-provided personnel.

The total resource requirements for UNMIL for the financial period from 1 July 2014 to 30 June 2015 have been linked to the Mission's objective through a number of results-based frameworks, organized by components (security, rule of law, consolidation of democratic governance, and support). The human resources of the Mission in terms of the number of personnel have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole.

The explanations of variances in resource levels, both human resources and financial resources, have been linked, where applicable, to specific outputs planned by the mission.

Financial resources

(Thousands of United States dollars, budget year is from 1 July to 30 June.)

Category	Expenditures[a] (2012 13)	Apportionment[a] (2013 14)	Cost estimates (2014 15)	Variance	
				Amount	Percentage
Military and police personnel	260 818.7	232 331.1	212 508.5	(19 822.6)	(8.5)
Civilian personnel	127 926.4	123 126.2	119 898.8	(3 227.4)	(2.6)
Operational costs	107 655.1	120 819.7	101 075.9	(19 743.8)	(16.3)
Gross requirements	**496 400.2**	**476 277.0**	**433 483.2**	**(42 793.8)**	**(9.0)**
Staff assessment income	10 441.7	9 500.4	8 997.6	(502.8)	(5.3)
Net requirements	**485 958.5**	**466 776.6**	**424 485.6**	**(42 291.0)**	**(9.1)**
Voluntary contributions in kind (budgeted)	52.8	52.8	52.8	–	–
Total requirements	**496 453.0**	**476 329.8**	**433 536.0**	**(42 793.8)**	**(9.0)**

[a] Reflects the realignment of resources for Government-provided personnel from the operational costs category to the civilian personnel category of expenditure, and the realignment of resources for the self-sustainment of uniformed personnel from the operational costs category to the military and police personnel category of expenditure.

Human resources[a]

	Military observers	*Military contingents*	*United Nations police*	*Formed police units*	*International staff*	*National staff*[b]	*United Nations Volunteers*	*Government-provided personnel*	*Total*
Executive direction and management									
Approved 2013/14	–	–	–	–	77	97	38	–	**212**
Proposed 2014/15	–	–	–	–	84	99	41	–	**224**
Components									
Security									
Approved 2013/14	133	5 783	498	1 265	21	2	–	32	**7 734**
Proposed 2014/15	133	4 765	498	1 265	21	2	–	32	**6 716**
Rule of Law									
Approved 2013/14	–	–	–	–	33	29	6	–	**68**
Proposed 2014/15	–	–	–	–	33	29	6	–	**68**
Consolidation of Democratic Governance									
Approved 2013/14	–	–	–	–	36	21	13	–	**80**
Proposed 2014/15	–	–	–	–	29	29	10	–	**68**
Support									
Approved 2013/14	–	–	–	–	319	795	180	–	**1 294**
Proposed 2014/15	–	–	–	–	276	784	180	–	**1 240**
Total									
Approved 2013/14	**133**	**5 783**	**498**	**1 265**	**486**	**954**	**237**	**32**	**9 388**
Proposed 2014/15	**133**	**4 765**	**498**	**1 265**	**443**	**943**	**237**	**32**	**8 316**
Net change	**–**	**(1 018)**	**–**	**–**	**(43)**	**(11)**	**–**	**–**	**(1 072)**

[a] Represents highest level of authorized/proposed strength.
[b] Includes National Professional Officers and national General Service staff.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Mission in Liberia (UNMIL) was established by the Security Council in its resolution 1509 (2003). The most recent extension of the mandate was authorized by the Council in its resolution 2116 (2013), by which the Council extended the mandate of the Mission until 30 September 2014.

2. The Mission is mandated to help the Security Council achieve the overall objective of advancing the peace process in Liberia.

3. Within this overall objective, UNMIL will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. These frameworks are organized according to components (security, rule of law, consolidation of democratic governance, and support), which are derived from the mandate of the Mission.

4. The expected accomplishments would lead to the fulfilment of the objective of the Security Council within the lifetime of the Mission, and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of UNMIL in terms of the number of personnel have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole.

5. Variances in the number of personnel, compared with the 2013/14 budget, including reclassifications, have been explained under the respective components.

6. The Mission is headed by the Special Representative of the Secretary-General at the level of Under-Secretary-General, assisted by a Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance) and a Deputy Special Representative of the Secretary-General (Rule of Law), both at the level of Assistant Secretary-General. Military operations are headed by a Force Commander at the D-2 level, while a police Commissioner, also at the D-2 level, heads the civilian police component of the Mission.

7. The headquarters of the Mission has been established in Monrovia. Effective 1 July 2014, UNMIL would have repatriated the Sectors A and B headquarters and will command its four infantry battalions and supporting units from the single force headquarters in Monrovia. One infantry battalion will continue to occupy greater Monrovia, including Montserrado and Margibi counties. A second infantry battalion will be based along the border with Guinea, occupying Lofa, Bong and Nimba counties, with a third infantry battalion based along the Côte d'Ivoire border, occupying Grand Gedeh, River Gee and Maryland counties. The fourth infantry battalion, comprising the quick-reaction force, will be in support throughout Liberia, as required. UNMIL will no longer maintain a permanent military presence in 7 of the 15 counties of Liberia, namely, Gparpolu, Grand Cape Mount, Bomi, Grand Bass, River Cess, Sinoe and Grand Kru. Despite not having military forces permanently based in those counties, the UNMIL force will continue to provide a military presence by conducting regular long-range patrols. In addition, in all of the 7 counties in question, UNMIL retains the presence of civilian and United Nations

police at team sites. Formed police units will continue to be based in Grand Bassa, and additional formed police units have been deployed in Bomi and Sinoe counties to ensure sufficient backup to national authorities in areas where the UNMIL force no longer has a fixed presence.

B. Planning assumptions and mission support initiatives

8. Pursuant to Security Council resolution 2116 (2013), UNMIL will continue to assist the Government of Liberia with the consolidation of peace and stability in the country and the protection of civilians and in achieving a successful transition of complete security responsibility to national security institutions. The Mission will also support the Government in addressing priorities for peace consolidation, including security sector and rule of law reform, the protection of human rights, national reconciliation, constitutional reform, decentralization and border stabilization.

9. As the gradual drawdown of UNMIL advances, the Mission will continue to assist the Government of Liberia in addressing critical gaps, which include strengthening the capacity of the national security sector. The Mission will continue to work with the Liberia National Police and the Bureau of Immigration and Naturalization to address the capacity and capability gaps that are most critical to transition. Emphasis will continue to be placed on command and control arrangements, facilities and human resources management, logistics and internal accountability mechanisms. Priority will also be given to the Bureau of Immigration and Naturalization in increasing its effectiveness along Liberia's borders, including through the further development of its specialized Border Patrol Unit. The Mission will maintain its support to the Bureau of Corrections and Rehabilitation through on-site mentoring and the provision of policy advice to close capacity gaps. UNMIL will also continue to work with the Armed Forces of Liberia, in line with its mandate, to support the full operationalization of the Armed Forces.

10. Strengthened institutional and operational capacity in the security sector will need to be accompanied by related legislation and increased accountability, as well as a more robust and effective criminal justice system. It will also require increased access to justice and security services in Liberia's counties, while strengthening policy and supporting legislative frameworks.

11. In accordance with Security Council resolution 2116 (2013), during the 2014/15 financial period, UNMIL is expected to undertake phase III of its military drawdown, if security conditions in the country permit. By June 2015, UNMIL is expected to reach its residual military strength of 3,722 troops, including 88 staff officers and 133 military observers. It is envisaged that the current authorized strength of the UNMIL police component will be maintained at 1,763, including 10 formed police units. In order to effectively and responsibly execute the transition, the Mission will continue to be guided by the joint transition road map and will liaise closely with the Government on transition planning. As indicated by the Security Council in its resolution 2116 (2013), a technical assessment mission led by the Department of Peacekeeping Operations will be conducted following the senatorial elections in October 2014 and will provide the Security Council by no later than March 2015 with recommendations on the further transition of UNMIL.

12. UNMIL, together with national security institutions, will continue to patrol and monitor developments along the Liberian borders with Côte d'Ivoire, Guinea

and Sierra Leone. The Mission will also reinforce efforts to strengthen inter-mission cooperation arrangements with the United Nations Operation in Côte d'Ivoire (UNOCI). UNMIL, together with UNOCI, will maintain support to the respective Governments in developing and implementing a shared border strategy, which focuses not only on security but also on broader issues of social cohesion, livelihoods and reconciliation that are required for border stabilization. In support of broader regional security, UNMIL will also continue to support the development of a transborder security strategy for the Mano River Union countries, together with the United Nations Office for West Africa (UNOWA) and UNOCI.

13. In addition to strengthening the capacity of rule of law and security institutions, continued progress is needed in a number of areas for long-term peace and stability. To this end, the Mission will continue its work to support Liberian institutions across a range of reform initiatives that seek to address the root causes of the past conflict. This includes support to strengthening democratic governance, including national reconciliation, constitutional reform, elections and the consolidation of State authority. A comprehensive and inclusive national reconciliation process will be essential for long-term peace and stability. The Mission will therefore work with all stakeholders and partners in the implementation of the Road Map for National Healing, Peacebuilding and Reconciliation. Further progress is expected in the constitutional reform process, which could provide Liberians with a historic opportunity to redefine the vision for the State and the way in which Liberians are governed. UNMIL will continue to support national efforts, including through advocacy for the adoption of constitutional amendments by the Legislature and their ratification through a referendum. Decentralization will be fundamental for the consolidation of State authority, more equitable access to public services and the participation of citizens in governance. The Mission will continue to support the Government in the implementation of the decentralization and local governance programme. In order to support the Government in addressing other root causes of the past conflict, the Mission will assist it with the development of mechanisms for the prevention and resolution of conflicts, including those related to natural resources management.

14. The currently mandated military drawdown will be in its third and final phase during the 2014/15 financial period, at which point the Government is expected to consolidate its security presence and increase its operational capacity throughout the country. In May 2015, UNMIL will repatriate its quick-reaction force, leaving three infantry battalions and enablers to respond to security incidents or protection challenges in support of the Government, with their respective individual quick-reaction capabilities. While the geographic focus of the force will remain in Monrovia and along Liberia's borders, particularly the border with Côte d'Ivoire, its configuration will be subject to regular threat assessments, including in the context of the senatorial elections in October 2014. In order for UNMIL to operate at optimal capacity with its residual military strength, the Mission will need to remain highly mobile. Arrangements will also need to be put in place to provide over-the-horizon support in the event of a serious deterioration of security, including in the context of inter-mission cooperation, pursuant to Security Council resolution 1609 (2005). It is assumed that UNOCI will be in a position to provide support to UNMIL, as required, through a proposed regional quick-reaction force, once the military component reaches its residual strength of 3,722 in June 2015 in mandated situations beyond the existing capabilities of the Mission.

15. UNMIL will prioritize its capacity-building activities with national security institutions, in particular the Liberia National Police and the Bureau of Immigration and Naturalization. UNMIL will enhance the implementation of its mandate to protect civilians through more coherent and coordinated action and by supporting the development of the Government's early warning and prevention capacities, in addition to engaging in multidimensional contingency planning for prevention and response. The Mission will also continue to link protection issues to security sector reform, transition planning and inter-mission cooperation and identify, together with the Government, areas for enhanced training and capacity-building.

16. As indicated in Security Council resolutions 2066 (2012) and 2116 (2013), UNMIL is mandated to support the Government and people of Liberia in advancing the constitutional reform, reconciliation and decentralization processes, which are identified priorities for sustaining the peace in Liberia. Should the constitutional review process proceed as planned, the Legislature is expected to debate and vote on proposed amendments during its session in July/August 2014 to enable planning for a national referendum to be held a minimum of 12 months later, currently projected for August/September 2015. Although the referendum itself would likely take place outside the 2014/15 budget period, the quality and scope of the civic education process will have a significant impact on its success. It is expected that this would be well under way during the majority of the 2014/15 financial period, and that the Mission will continue to support the process, especially through its county offices.

17. While the senatorial elections are not expected to give rise to the scale of challenges presented during the 2011 presidential elections, they are likely to provide a preview of the political alliances and discourse of the next presidential elections, slated for 2017. While UNMIL is not presently mandated to support those elections, Security Council resolution 2116 (2013) does request UNMIL to continue to support the strengthening of democratic institutions in Liberia, which include the National Elections Commission. Moreover, the electoral environment and the degree to which UNMIL might be requested to support the electoral process or any related security and protection challenges could have implications for the overall implementation of the Mission's mandate. Similarly, a lack of sufficient progress in ongoing reforms related to land, natural resources management and political processes could pose security and protection challenges inside Liberia, if sufficient progress is not made.

18. Externally, the 2015 presidential elections in Côte d'Ivoire could have an impact on the situation in Liberia. Unforeseen regional issues, and possible spillover effects, also could pose challenges to security and the protection of civilians in Liberia, requiring a continued strategic focus on the border areas, as well as on regional and inter-mission cooperation. In this regard, the Mission will enhance its contingency planning, to ensure that it is able to optimize its response capacity.

19. In accordance with the mandate of UNMIL to support the national reform processes that are necessary for peace consolidation, the Mission will prioritize its support to the Government and other national initiatives so that progress on political and governance reform can be furthered, including implementation of the national decentralization policy, national reconciliation and a participatory constitutional review process. Should the constitutional review process advance as currently envisaged, a national referendum to consider proposed amendments to the constitution will take place in late 2015. In accordance with its mandate, UNMIL will support the Constitutional Review Committee in its preparatory activities, in close coordination

with United Nations Development Programme (UNDP) and other actors, including through the dissemination of information on proposed constitutional amendments throughout the country. UNMIL will also engage closely with the Executive and the Legislature on implementation of the approved constitutional reforms.

20. In accordance with its mandate, the Mission will assist the Government with the finalization of draft legislation in support of decentralization, in accordance with the constitutional review, in close coordination with the United Nations country team. This will include the provision of technical and coordination support, at the national and county levels, to prepare for the implementation of the decentralization process. In addition, UNMIL will continue to collaborate with the Government, particularly the Ministry of Internal Affairs and the Governance Commission, as well as the United Nations country team, to strengthen the operational capacity of county administrations.

21. With regard to national reconciliation, in accordance with its mandate, the Mission will continue to provide support to local and national initiatives, including the national "Palava Hut" programme and county peace committees, which serve as mechanisms for public forgiveness and informal dialogue to mitigate future conflict. To this end, the Mission will assist national entities that support those initiatives, particularly the Independent National Commission on Human Rights and grass-roots actors, in establishing the peace committees and making them operational and in implementing other local peace initiatives through the Mission's county offices.

22. In support of efforts to address areas of potential security concern, the Mission will conduct an analysis of the situation of at-risk youth, which will contribute to targeted programming for youth through partner agencies. In addition, the Mission will continue to monitor the management of natural resources in concession areas and work with partners to analyse issues surrounding competition over access to extractive and agricultural resources.

23. The Mission will also work closely with national actors and civil society in strengthening the Liberia Anti-Corruption Commission and the Independent National Commission on Human Rights to address unresolved issues of political, social and economic inequality that underlie past conflict.

24. The Mission will continue to advise, mentor and build the capacity of Liberian justice and security institutions, including the Liberia National Police, the Bureau of Corrections and Rehabilitation (including through the co-location of 32 Government-provided corrections personnel, as required), the Bureau of Immigration and Naturalization, the Ministry of Justice and the Judiciary. In particular, the Mission will enhance its mentoring and capacity-building activities in priority areas for the sustainable and longer-term development of the justice and security sectors in the context of the transition of UNMIL. This will require, in particular in the case of the Liberia National Police and the Bureau of Immigration and Naturalization, an increased emphasis on the co-location of United Nations police advisers and greater focus on training activities at the county level, both of which will have cost implications for the Mission. In the broader context of the security transition of UNMIL, the Mission will assist the Government with the implementation of the revised National Security Strategy, support Government-led security sector coordination, and emphasize the development of oversight and accountability mechanisms for the security sector. The Mission will focus on supporting the Government in the development and implementation of an overarching legislative

reform process and an effective legal framework for the justice and security sectors. UNMIL will also continue to support enhanced access to justice and security throughout the country, particularly initiatives related to the decentralization of justice and security services, including the implementation of regional justice and security hubs. In addition, the Mission will continue its efforts in the area of human rights promotion and protection, particularly in strengthening the capacity of the Independent National Commission on Human Rights and civil society organizations, and will also support the Government in ensuring the equitable participation of women in peacebuilding and all reform processes, as requested by the Security Council in its resolution 2116 (2013).

25. Furthermore, UNMIL will continue to support the efforts of the Government to counter sexual and gender-based violence and promote gender equality, including through its implementation of Security Council resolutions 1325 (2000), 1820 (2008), 1888 (2009), 1889 (2009) and 1960 (2010) on women and peace and security and sexual violence in armed conflict.

26. As noted above, the 2014/15 financial period corresponds with phase III of the expected military drawdown, which will allow for the closure of a number of military camps and locations. However, the joint UNMIL-Government of Liberia threat assessment, upon which the Mission's transition military configuration is based, continues to call for a highly dispersed presence. The military deployment foreseen during the 2014/15 financial period covers distant and hard to reach areas, mainly along Liberia's borders with Côte d'Ivoire and Guinea. It is also important to note that Security Council resolution 2066 (2012) authorized the deployment of three additional formed police units, an almost 50 per cent increase in the Mission's formed police personnel deployment, to reflect the nature of security threats in Liberia and in support of a still nascent Liberia National Police and wider security sector. In addition, the Mission's mandate, inter alia, to continue to build the capacity of the Liberia National Police, support the consolidation of State authority throughout the country and Liberia's decentralization process, requires the continued presence of civilian and United Nations police in Liberia's 15 counties. The Mission's police officers, military observers and civilian presence continue at locations from which the military will have withdrawn. In addition to logistical support for within-country relocation of personnel and equipment, there is a requirement for the restructuring of existing facilities to create smaller compounds and to refurbish existing facilities. Construction projects in support of those requirements include new fencing of reduced camp areas and much needed restoration of existing buildings and infrastructure, as well as replacement of obsolete equipment. Furthermore, the repatriation of military enablers will shift certain support responsibilities to the civilian component of the Mission. This is of particular relevance for medical and engineering services that used to be provided by contingent-owned clinics and engineering battalions, as well as security services for guard force duties.

27. Prior to the start of the current military drawdown, UNMIL maintained 101 locations in support of the Mission's mandate, of which 18 major and minor locations were closed during phase I, and seven major and minor locations will be closed by the end of phase II of the military drawdown, representing a 25 per cent reduction. At the start of the 2014/15 financial period, UNMIL will operate from 76 locations, only 7 of which will be closed during the 2014/15 period. It is not feasible to further streamline locations at this time without creating gaps in the

Mission's capacity to deliver on key mandated areas. Those locations are being supported with necessary support services by the Mission's own resources, as outsourcing remains unfeasible.

28. UNMIL regularly assesses the efficiency of the Mission's supply lines and ensures that they are maintained. It should be noted that the reduction in force strength planned for phase III of the military withdrawal represents troops easily supported from Monrovia, and the requirement to maintain extensive supply lines along the Ivorian and Guinean borders will persist beyond June 2015. Furthermore, contingents that will be deployed along the border areas during the 2014/15 budget period are less self-sustained than were the previous contingents in those areas, and will require enhanced second and third lines of support from UNMIL. The Mission needs to maintain a mobile, flexible force, with the ability to support national authorities in responding to security incidents, including in locations where the military component of UNMIL is no longer present. Supporting such a force posture from Monrovia and/or fewer regional locations is not possible in the context of the road infrastructure and climate of Liberia.

29. Many UNMIL assets, such as vehicles and communications and information technology equipment, have been in operation for a number of years and are in condition that has deteriorated over time, thus, resulting in increased operational and maintenance costs and loss of productivity owing to down time. With a planning horizon leading to the milestone of the presidential elections in 2017, UNMIL will seek to replace its ageing equipment to ensure sustainability of service delivery. The Mission has evaluated the number and type of assets justified by the projected support requirements in line with its transition phase. Assets found to be in surplus for operational needs will be written off and disposed of in a manner consistent with United Nations policies. Notwithstanding the reduction in total holdings, the deterioration and obsolescence of a considerable percentage of the total inventory necessitates urgent replacement of vehicles, prefabricated units, generators, air conditioners, servers, and communications equipment. The progressive implementation of Umoja remains a priority for the 2014/15 period and will require an upgrade of communications and information technology infrastructure and equipment, as well as intensive efforts to train all UNMIL personnel in the new system and procedures. Moreover, the 2014/15 budget estimates include an allocation of indirect costs to support Umoja and other information technology systems in the field. A detailed explanation is contained in the report of the Secretary-General on the overview of the financing of United Nations peacekeeping operations for the period from 1 July 2014 to 30 June 2015 (A/68/731).

30. UNMIL continues with its dry season road repair programme, focusing on the Mission's main and secondary supply routes. The programme is carried out in coordination with the Liberian Ministry of Public Works to avoid duplication of efforts while recognizing the limitations posed by available national public funding.

31. UNMIL continuously reviews its air assets with a view to optimizing utilization and ensuring that services are effectively delivered. In the context of its military drawdown, UNMIL will reduce its aircraft fleet by one heavy-lift cargo (Mi-26) and two medium- utility (Mi-8MT) helicopters and one fixed-wing passenger aircraft (B-737). However, the need to maintain mobility, response capacity and evacuation capability in a country that lacks basic road infrastructure, combined with a long and heavy rainy season, will necessitate UNMIL to continue

to operate two fixed-wing and eight rotary-wing aircraft, inclusive of six military helicopters, in the 2014/15 financial period. In addition, three military-type aircraft (Mi-24), now stationed in UNOCI, will continue to be utilized under cost-sharing arrangements (50:50) with UNMIL.

32. The Mission has conducted an extensive review of its civilian staffing requirements, taking into account key issues, including the military drawdown, staffing ratio and composition in line with United Nations Headquarters guidance with significant reduction of international staff in the Mission Support and Security Sections. Significant efforts were made to achieve the overall staffing reduction while remaining cognizant of the workload that is necessary to execute a planned and orderly military withdrawal, reconfiguration of the remaining forces, refurbishment of vacated facilities, and the backfilling of gaps left by the withdrawal of military enablers with civilian resources, in particular the military engineering and medical units, as well as the provision of security guard force personnel at UNMIL facilities.

33. The proposed Mission civilian staffing establishment will comprise 1,655 personnel, including 443 international and 943 national staff, 237 United Nations Volunteers and 32 Government-provided personnel. It reflects the abolishment of 54 posts (43 international and 11 national General Service posts), reassignment of 21 posts and positions (2 international and 12 national posts, and 7 United Nations Volunteer positions), redeployment of 60 posts and positions (17 international and 32 national posts, and 11 United Nations Volunteer positions), reclassification of four posts (1 D-1 to P-5, 2 P-5 to P-4 and 1 P-4 to P-3) and conversion of two posts (2 Field Service to 1 each of National Professional Officer and national General Service posts, respectively).

34. The proposed organizational structure of the Mission for the 2014/15 financial period also reflects the reorganization of Mission Support under the support component, as well as changes to the Security Section and the Conduct and Discipline Team. In this connection, the former pillars of Administrative Services (Office of the Chief of Administrative Services, Finance Section, Procurement Section, Medical Service, Human Resources Management Section, Property Management Section, Information Management Unit and United Nations Volunteers Support Unit) and Integrated Support Services (Office of the Chief of Integrated Support Services, Joint Logistics Operations Centre, Movement Control Section, Communications and Information Technology Section, Supply Section, Engineering Section, Aviation Section, Transport Section and Contingent-owned Equipment Verification Unit) along with the Office of the Director of Mission Support (Office of the Director, Budget Section, Regional Aviation Safety Office for West Africa and Regional Offices) have been realigned in line with the global field support strategy model consisting of two essential pillars, namely, Supply Chain Management (Office of the Chief of Supply Chain Management, Property Management Section, Movement Control Section, Procurement Section, Supply Section and Central Warehouse, Contingent-owned Equipment Verification Unit and Finance and Budget Section) and Service Delivery (Office of the Chief of Service Delivery, Medical Service, Information Management Unit, Aviation Section, Transport Section, Human Resources Management Section, United Nations Volunteers Support Unit, Engineering Section and Communications and Information Technology Section) along with the Office of the Director of Mission Support (Office of the Director,

Regional Aviation Safety Office for West Africa, Mission Support Operations Centre and Regional Offices).

35. The realignment proposed by UNMIL of its existing Mission Support sections along the two main pillars of the global field support strategy of supply chain management and service delivery, both headed by Service Chiefs at the D-1 level, will entail revised functional reporting lines which will ensure better alignment with service delivery priorities. The former functions of the Chief of Administrative Services and the Chief of Integrated Support Services pillars are to be reconfigured to reflect this restructuring, with sections of logistical and administrative service responsibilities grouped under the Chief of Service Delivery (using the existing post of Chief of Integrated Services at the D-1 level) and sections with responsibilities related to the full cycle of goods and services acquisition reporting to the Chief of Supply Chain Management (using the existing post of Chief of Administrative Services at the D-1 level).

36. Expected benefits include expedited and improved service delivery and thus more efficient mandate implementation and strengthened resource stewardship and accountability, including through efficiencies and economies of scale. With the process of alignment with the global field support strategy model now ongoing in missions, UNMIL structures will be in conformity with those of other missions, thus enabling better coordination of activities and exchange of best practices. It is proposed to establish a central warehouse for assets and inventory of the Supply, Transport, and Communications and Information Technology Sections under the Supply Section, to be staffed from within the existing staffing resources from all three affected sections. The 2014/15 budget reflects the redeployment of the respective posts from the Transport and the Communications and Information Technology Sections to the Supply Section and central warehouse. The reorganization of the functions of the supply chain necessitates further changes down the line in the activities, structure and staffing of the Movement Control Section. The establishment of the central warehouse under the Supply Section will also require the Movement Control Section to operate a transit warehouse for the consolidation of cargo and its delivery. UNMIL also proposes to merge the Budget and Finance Sections to create a new Finance and Budget Section under the supervision of the Chief Finance and Budget Officer. It is also proposed that, in order to increase the level of operational oversight on the part of the Director of Mission Support over the two pillars of the global field support strategy model, the Joint Logistics Operations Centre (formerly under Integrated Support Services) be realigned under the direct supervision of the Director of Mission Support to facilitate centralized coordination and control.

37. In addition, as UNMIL advances with security transition and in the lead-up to the midterm elections in October 2014 and Presidential elections in 2017 and in order to facilitate the political aspects of the implementation of the Mission's mandate, more generally through good offices, it is proposed to realign the Political Analysis Section from the consolidation of democratic governance component to executive direction and management.

38. UNMIL will seek efficiency gains during the 2014/15 budget period through optimization of its aircraft fleet and a reduction in the number of rented photocopiers.

39. The estimated resource requirements for the maintenance and operation of the Mission for the 2014/15 financial period represent a 9.0 per cent ($42,793,800) reduction when compared with the 2013/14 budgetary level.

40. The 2014/15 cost estimates reflect resource reductions with respect to military and police personnel attributable primarily to the drawdown of the military strength of the Mission in accordance with Security Council resolution 2066 (2012), which will see the lowering in the strength of contingent personnel from 5,873 in the 2013/14 financial period to 4,765 by 1 July 2014, and 3,589 by 30 June 2015, and resource reductions with respect to civilian personnel attributable primarily to the reduction of 43 international posts, and requirements for operational costs, attributable primarily to the decrease in requirements for air transportation owing to the decommissioning of one fixed-wing passenger aircraft and three helicopters of the fleet of the Mission.

41. UNMIL will continue to adhere to strict environmental protection policies for every area of its operations, including maintenance of premises, storage and supply of fuel and lubricants, vehicle washing spaces, storage and safe disposal of waste (including medical waste), storage and disposal of hazardous material, and management and clean-up of dumping sites. Specific efforts will be made to clean up locations vacated by the Mission prior to their handover.

42. The mandate implementation of the Mission, particularly as it relates to the progressive handover of security responsibilities to the Government of Liberia and the provision of support to inclusive political and institutional reform processes, may be affected by a number of external factors, including lack of political will by the executive, legislature and judiciary to implement political, security sector and rule of law reforms; insufficient funding from the Government and donors for the justice and security sectors and various reform processes; a deterioration in the political and security environment in the Mano River Union region; the influx of refugees into Liberia from neighbouring countries triggered by such a crisis; unforeseen resource requirements necessary to reinforce the Liberian border with Côte d'Ivoire; the accelerated drawdown of the military strength of UNOCI resulting in its reduced ability to provide back-up support to UNMIL in the event of a major security incident; further decline in the prices of natural resources, leading to lower than projected government revenue; and further instability in the global financial markets, leading to high fuel prices, which would affect the Mission's purchasing power and therefore its ability to deliver certain planned outputs.

C. Regional mission cooperation

43. Pursuant to Security Council resolution 2116 (2013), UNMIL will continue to enhance its inter-mission cooperation with UNOCI and the respective United Nations country teams to enable the development of focused and responsive frameworks for cooperation. UNMIL priorities will include increased support to national and quadripartite (Governments of Liberia and Côte d'Ivoire, UNMIL and UNOCI) efforts aimed at border stabilization and regional security and stabilization. In this regard, the Mission will continue to work with UNOCI in support of the development and implementation by the Governments of Liberia and Côte d'Ivoire of a shared vision and strategy for monitoring, information-sharing and coordinated actions along the common border, including support, as appropriate, to the

disarmament process in Côte d'Ivoire and to address the presence of armed actors and weapons along the border. UNMIL will also continue to support durable solutions for refugees in Liberia, in particular the return of refugees. In conjunction with UNOCI and UNOWA, UNMIL will strengthen its engagement with the Mano River Union and the Economic Community of West African States in support of the implementation of a regional security strategy. This will build on existing frameworks for regional security and stabilization, as part of the foundation for post-UNMIL over-the-horizon cooperation and support to Liberia. At the same time, UNMIL will continue to engage in coordination initiatives, organized by UNOWA, related to regional political and security developments.

44. UNMIL will also continue the cost-sharing arrangements with UNOCI with respect to the three military-type helicopters (Mi-24).

D. Partnerships, country team coordination and integrated missions

45. In the light of the ongoing transition of UNMIL and in anticipation of further progress in mandate implementation, the Mission will further its integration with the United Nations country team in cross-cutting areas of mandated activities with a view to commencing preparations for the eventual exit of UNMIL. This will include a strategic planning exercise to guide the process of civilian transition. This process will allow for further integration of the complementary activities of UNMIL with those of the United Nations country team.

46. Within the framework of "Delivering as one", the United Nations system in Liberia will continue to implement the 2013-2017 One United Nations Programme, which aligns with the Government's Agenda for Transformation 2012-2017 and the longer-term vision, Liberia Rising 2030. In line with the recommendations of the quadrennial comprehensive policy review adopted by the General Assembly in December 2012 (67/226), the United Nations system pillar groups will continue to coordinate and monitor One Programme budgets and results through integrated annual workplans. Funding will continue to be channelled through the One Fund for Liberia, which will finance joint programming components of the One Programme.

47. The Mission will continue to emphasize the Joint Programme approach to support specific sectors, and it will strive to further enhance collaboration on existing Joint Programmes. Within the rule of law sector, the already strong partnership between UNMIL and UNDP, including other entities of the United Nations country team, will be advanced by the further implementation of the Global Focal Point arrangement for police, justice and corrections.

48. UNMIL and the United Nations country team will continue to support Liberia's formal engagement with the Peacebuilding Commission through the Justice and Security Joint Programme, and a similar framework for reconciliation, which incorporates the priorities outlined in the Liberia Peacebuilding Programme. In addition, the Mission and the United Nations country team will support Liberia's engagement on the New Deal, which is expected to further refine and align the country's peacebuilding priorities.

E. Results-based-budgeting frameworks

49. In order to facilitate the presentation of proposed changes in human resources, six categories of possible action with respect to staffing have been identified. A definition of the terminology with respect to the six categories is contained in annex I.A of the present report.

Executive direction and management

50. Overall mission direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General.

Table 1
Human resources: executive direction and management

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Special Representative of the Secretary-General/Principal Deputy Special Representative									
Approved posts 2013/14	1	1	5	–	4	**11**	1	–	**12**
Proposed posts 2014/15	1	1	5	–	4	**11**	1	–	**12**
Net change	–	–	–	–	–	–	–	–	–
Legal Affairs Section									
Approved posts 2013/14	–	–	2	1	1	**4**	–	–	**4**
Proposed posts 2014/15	–	–	2	1	1	**4**	–	–	**4**
Net change	–	–	–	–	–	–	–	–	–
Strategic Planning Unit									
Approved posts 2013/14	–	–	2	–	1	**3**	2	–	**5**
Proposed posts 2014/15	–	–	2	–	1	**3**	2	–	**5**
Net change	–	–	–	–	–	–	–	–	–
Regional and Inter-Mission Cooperation Support Unit									
Approved posts 2013/14	–	–	1	–	1	**2**	–	1	**3**
Proposed posts 2014/15	–	–	1	–	1	**2**	–	1	**3**
Net change	–	–	–	–	–	–	–	–	–
Field Support Team									
Approved posts 2013/14	–	–	1	1	1	**3**	1	–	**4**
Proposed posts 2014/15	–	–	1	1	1	**3**	1	–	**4**
Net change	–	–	–	–	–	–	–	–	–

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
County Offices									
Approved posts 2013/14	–	–	5	25	–	**30**	43	28	**101**
Proposed posts 2014/15	–	–	5	25	–	**30**	43	28	**101**
Net change	–	–	–	–	–	–	–	–	–
Joint Mission Analysis Centre									
Approved posts 2013/14	–	–	4	1	1	**6**	15	2	**23**
Proposed posts 2014/15	–	–	4	1	1	**6**	15	2	**23**
Net change	–	–	–	–	–	–	–	–	–
Joint Operations Centre									
Approved posts 2013/14	–	–	2	–	1	**3**	–	2	**5**
Proposed posts 2014/15	–	–	2	–	1	**3**	–	2	**5**
Net change	–	–	–	–	–	–	–	–	–
Communications and Public Information Office									
Approved posts 2013/14	–	1	3	6	5	**15**	35	5	**55**
Proposed posts 2014/15	–	–	3	6	5	**14**	35	5	**54**
Net change	–	**(1)**	–	–	–	**(1)**	–	–	**(1)**
Political Affairs Section									
Approved posts 2013/14	–	–	–	–	–	–	–	–	–
Proposed posts 2014/15	–	1	4	2	1	**8**	2	3	**13**
Net change	–	**1**	**4**	**2**	**1**	**8**	**2**	**3**	**13**
Total, executive direction and management									
Approved 2013/14	1	2	25	34	15	**77**	97	38	**212**
Proposed 2014/15	1	2	29	36	16	**84**	99	41	**224**
Net change	–	–	**4**	**2**	**1**	**7**	**2**	**3**	**12**

[a] Includes National Professional Officers and national General Service staff.

International staff: net increase of 7 posts (reassignment of 1 D-1, redeployment of 1 P-5, 3 P-4, 2 P-3 and 1 Field Service posts and abolishment of 1 D-1 post)

National staff: increase of 2 posts (redeployment of 2 national General Service staff)

United Nations Volunteers: increase of 3 positions (redeployment)

Communications and Public Information Office

International staff: decrease of 1 post (abolishment of 1 D-1 post)

51. The Communications and Public Information Office, with its currently authorized staffing establishment of 55 posts and positions (1 D-1, 1 P-5, 2 P-4, 6 P-3, 5 Field Service, 4 National Professional Officers posts, 31 national General Service staff posts and 5 United Nations Volunteer positions), provides credible, accurate and timely public information nationally and internationally with respect to UNMIL and the wider United Nations system support to the Government of Liberia in its efforts to achieve a steady state of security and peace consolidation, as well as on the goals and progress of the Mission. The Communications and Public Information Office also coordinates the internal and external information activities of the Mission, including with the Government as well as with other national and international partners in promoting their own programmes. As UNMIL progressively implements its transition, the Office will continue to play a crucial role in managing the expectations of the Liberian public thereby mitigating concerns over the military drawdown as well as providing objective, accurate and timely information so as to counteract rumours. UNMIL is now focusing on supporting the Government of Liberia in assuming leadership of its own communications efforts. In this connection, the Communications and Public Information Office is increasingly handing over more responsibilities to Government authorities, and as such the breadth and scope of activities performed by the Office no longer requires management oversight by a Chief Public Information Officer at the D-1 level. It is therefore proposed that the post be abolished. The functions of the Chief Public Information Officer will be assumed by the current Deputy Chief Public Information Officer and Spokesperson (P-5) who would now be the Head of Public Information.

Political Affairs Section

International staff: increase of 8 posts (reassignment of 1 D-1 post from the Office of the Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance) and redeployment of 1 P-5, 3 P-4, 2 P-3 and 1 Field Service posts from the Political Analysis Section)

National staff: increase of 2 posts (redeployment of 2 national General Service posts from the Political Analysis Section)

United Nations Volunteers: increase of 3 positions (redeployment of 3 positions from the Political Analysis Section)

52. As UNMIL advances with security transition and in the lead-up to the midterm elections in October 2014 and the Presidential elections in 2017, there is a critical need for a strengthened political function that can provide the Mission leadership with strategic direction, is empowered to facilitate the substantive political aspects of the Mission's mandate implementation through good offices and can serve as a shared resource for Mission leadership. In this connection, it is proposed that the

Political Analysis Section be reconfigured into a Political Affairs Section, headed by a Chief Political Affairs Officer at the D-1 level, directly reporting to the Special Representative of the Secretary-General. The Section will produce integrated political analysis to keep Mission leadership apprised of developments in the political environment and provide political perspectives on governance, reconciliation, constitutional review, electoral and legislative processes and engage in or advise the Mission leadership of ongoing political processes related to all aspects of mandate implementation, including rule of law and security. The Political Affairs Section, building on the strengthened field office structure of UNMIL, will support increased political reporting from the counties on core mandate priorities including decentralization and elections. The Section will develop and implement, in conjunction with the relevant Mission components and United Nations country team, the political aspects of an exit strategy. The Political Affairs Section will comprise the Chief Political Affairs Officer at the D-1 level, to be accommodated through the reassignment of one post at the D-1 level from the Office of the Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance), one post at the P-5 level a Senior Political Affairs Officer, three posts at the P-4 level, two posts at the P-3 level and 3 United Nations Volunteer positions for Political Affairs Officers and one Field Service and two national General Service staff posts for Administrative Assistants, all to be accommodated through the redeployment of the respective posts from the Political Analysis Section.

Component 1: security

53. As detailed in the framework below, UNMIL will continue to implement its security mandate through operational support, and the institution and capacity-building of the security sector, in the context of the security transition. Security conditions permitting, UNMIL will implement the third and final phase of the mandated military drawdown, which will result in the reduction of the force by more than 1,000 troops. This will require that Liberian security institutions accelerate the development of security agencies to assume increased responsibility for security functions. Towards that end, UNMIL will reinforce its support to the Government in institution and capacity-building. The Mission's military contingents and formed police units will also continue to play a critical role in stabilization within the security sector by supporting national security agencies in responding to violent incidents.

54. In order to support the Government with a successful security transition, UNMIL will assist national security agencies in maintaining a stable security environment. The priorities of the military will include continued reinforcement of security along Liberia's borders with Guinea and Côte d'Ivoire and in the country's capital to reinforce efforts to prevent and respond to security incidents and challenges in the protection of civilians. In that regard, it will serve as a third responder in support of the Liberia National Police and United Nations police. As UNMIL no longer has a sufficient military presence in some of Liberia's 15 counties, the Mission will need to maintain mobility and vigilance required for a quick response in vacated areas, in support of national authorities, if necessary. The 10 formed police units of UNMIL will remain critical to the Mission's quick response capacity. At the same time, the planned deployment of trained and equipped Police Support Unit officers to two additional justice and security regional hubs in Harper and Zwedru is expected to expand the response capacity of the

Liberia National Police. During the next three to five years, Police Support Unit deployment should provide the national police with response capacities in all five of Liberia's police regions. Those deployments will necessitate the increased co-location of UNMIL police advisers, in particular at the county level. The formed police units will also continue to provide back-up security to the Liberia National Police, as required. In that capacity, the units will increase their patrolling activities, particularly in those areas vacated by UNMIL military contingents.

55. UNMIL will continue security transition planning with national security institutions, including the Liberia National Police, the Armed Forces of Liberia, the Bureau of Immigration and Naturalization, and the Bureau of Corrections and Rehabilitation, as well as with regional and international partners. UNMIL will reconfigure its activities in support of national efforts to address critical capacity gaps identified in the Baseline Assessment of the Liberia National Police, undertaken jointly by the Liberia National Police and UNMIL in 2013. The increased co-location at all levels is intended to strengthen the leadership and management capacity of the Liberia National Police and the Bureau of Immigration and Naturalization through mentoring, the provision of advice, training, operational support and technical assistance programmes and activities. The Mission will also establish monitoring and evaluation mechanisms to better track the security situation in areas where UNMIL military drawdown has taken place, and to support the Government in strengthening its early warning, prevention and response capacities.

56. UNMIL will reinforce its focus on the development of border security and stabilization by supporting increased cross-border engagement at all levels and increasing support to the Bureau of Immigration and Naturalization. The latter will include an increase in the dedicated police capacity of the United Nations to provide training on border security and management. A baseline capacity assessment, mirroring that undertaken for the Liberia National Police, will also be conducted. Inter-mission and regional cooperation on efforts to support the Government to secure and stabilize Liberia's borders will also remain a priority.

57. UNMIL will work with all partners of the West African Coast Initiative (host-State, the United Nations Office on Drugs and Crime, UNOWA/Department of Political Affairs, the Department of Peacekeeping Operations and the International Criminal Police Organization (INTERPOL) in order to assist the Liberia Transnational Crime Unit in achieving full operational readiness to respond to transnational organized crime, including drug trafficking, and in continuing to extend its existing capacity-building activities on training and mentoring of the Unit in its daily operations.

58. As part of the Mission's efforts to mainstream gender into all its activities and to implement Security Council resolution 1325 (2000) on women and peace and security, UNMIL will continue to support the Government in integrating gender issues into policy and training within the security sector, such as campaigns to prevent sexual and gender-based violence and child rape, prevention of sexual exploitation and abuse, and will place special emphasis on the recruitment of women in the Liberia National Police and develop a revised training curricula for the Bureau of Immigration and Naturalization that incorporates gender.

Expected accomplishments	*Indicators of achievement*
1.1 Stable security environment in Liberia	1.1.1 No major politically motivated incidents of armed violence (2012/13: 0; 2013/14: 0; 2014/15: 0)
	1.1.2 Increase in the number of regions outside Monrovia with a Liberia National Police presence, including the Police Support Unit (2012/13: 1; 2013/14: 3; 2014/15: 5)
	1.1.3 Decrease in the number of public disorder incidents that are beyond the capacity of Government institutions to address without UNMIL support (2012/13: 18; 2013/14: 6; 2014/15: 3)
	1.1.4 Establishment of county security councils in each county (2012/13: 7; 2013/14: 11; 2014/15: 15)

Outputs

- 8,030 military observer patrol days (11 teams x 2 patrols per day x 365 days), including air and ground patrols, to gather information, liaise with local communities, observe general conditions within communities and gather information on specific incidents
- 2,161 air patrol hours, including aerial border patrols, air inserted foot patrols, air reconnaissance, maritime air patrols, special flights and aircrew training (1,200 Mi-8, 750 Mi-24, and 211 B-1900)
- 27,375 patrol days (3 battalions x 25 patrols per day x 365 days), including foot and mobile (road and air) patrols, as well as escort operations and VIP protection
- 720 quick-reaction force patrol days (3 patrols a day x 240 days), including foot and mobile (road and air) patrols, as well as escort operations
- 9,855 United Nations police patrol days (27 team sites x 1 patrol per day x 365 days), including daily contact/liaison with local authorities and communities in all counties
- 2,400 formed police unit patrol days (8 team sites x 1 patrol per day x 300 days), including joint foot and mobile patrols and joint border patrols, as well as support for cordon and search, public order operations, prisoner and cash escort operations, VIP protection and inspection of weapons inventories and ammunition obtained by the Government
- Public information campaign to increase confidence in the Liberia security sector, including messaging related to UNMIL military drawdown and border security, improved access to justice, protection of civilians and the protection and promotion of human rights, good governance as well as constitutional reform and national reconciliation through UNMIL Radio broadcasts: five x 45-minute daily *Coffee Break* current affairs programmes (260); seven x 1-hour discussion programmes (364) (*Crime Watch, Dateline Liberia, Nationwide, Dis Government Ting, Creek Town, Palava Hut and Front Page*); eight x 30-minute weekly programmes (416) on Health and Education (*You and Your Health, Staying Alive, Let's Talk About Sex, Access For All, Campus Talk, Front Page, Dateline and Problem Page*); two x 1-hour weekly programmes (520) on gender (*Women's World and Girl Power*); two x 1-hour daily (520) factual and entertainment programmes (*Yor Morning and Nightshift*); 15 x 10-minute daily radio news programmes/bulletins in English and local languages (3,750); and one x 15-minute weekly programme in French (52 in total)

- Provision of assistance in the implementation of a strategy for strengthening and/or establishing county and district security councils, including linkages with the National Security Council
- 18 1 x 3-minute biweekly video news report broadcasts, 24 1 x 10-minute quarterly video feature programmes, 4 broadcasts on 4 television stations and distributed to 150 video clubs, 40 feature stories in quarterly *UN FOCUS* magazine (10,000 copies), 11 monthly *UNMIL Today* newsletters (in electronic format), 132 photo assignments, 250 photos of the day and 4 photo exhibitions, 12 press conferences and 21 press releases. All photo, video, radio and publication products are posted on the website and digital social media platforms
- 8 nationwide advocacy multimedia 5-day campaigns on: police recruitment, with special emphasis on recruitment of women and community policing; prevention of sexual and gender-based violence and child rape; prevention of sexual exploitation and abuse; 16 days of activism and human rights; peace, decentralization and national reconciliation; civic education on constitutional reform; senatorial elections; and safe driving through 48 performances by 11 traditional communicators in Monrovia and in the 15 counties with promotional materials, including: 34,000 T-shirts; 20 sets of jerseys; 40,000 flyers; 15,000 stickers; 37,000 wristbands; 44,000 posters; 105 cloth banners; 85 Flex banners; 15 billboards; 160 soccer balls; 100 volleyballs; 158 trophies; 500 transistor radio sets; and 500 solar chargers
- 5 video public service announcements for television broadcast and distributed to 150 video clubs, and 30 public service announcements for broadcast on UNMIL Radio and on 30 community radio stations. The announcements pertain to advocacy campaigns, UNMIL/Government of Liberia/non-governmental organizations' activities and events and county-level events. All campaign products are posted on the website and digital social media platforms

Expected accomplishments	*Indicators of achievement*
1.2 Progress towards effective control of the border of Liberia	1.2.1 Increase in the number of officers of the Bureau of Immigration and Naturalization deployed to 36 official border-crossing points (2012/13: 638; 2013/14: 888; 2014/15: 1,200)
	1.2.2 Increase in cross-border activities in support of border stabilization, including meetings between national security agencies, civilian authorities and traditional leaders (2012/13: 2; 2013/14: 3; 2014/15: 4)
	1.2.3 Increase in the number of border patrols by trained and equipped Bureau of Immigration and Naturalization officers at the Liberian borders with Sierra Leone, Côte d'Ivoire and Guinea (2012/13: 50; 2013/14: 80; 2014/15: 100)
	1.2.4 No serious cross-border incidents or violence that require a response by the Liberian security forces (2012/13: 4; 2013/14: 0; 2014/15: 0)

Outputs

- 480 joint border patrol months (40 patrols x 12 months) at the Liberian borders with Sierra Leone, Côte d'Ivoire and Guinea to monitor illicit trafficking of drugs, weapons and persons, cross-border movement of armed elements and flow of refugees

- Organization of 41 training and mentoring sessions for the Bureau of Immigration and Naturalization officers at the 36 strategic border posts and 5 regional command centres
- Conduct of 2 semi-annual threat assessments to map armed elements in the border area with Côte d'Ivoire, in collaboration with UNOCI, for reporting to the Security Council
- Conduct of 1 assessment in each of 8 border counties on progress in border stabilization and opportunities for additional initiatives to inform programme activities of the United Nations system in Liberia and international partners, in support of the Government of Liberia
- Organization of 3 cross-border confidence-building and information-sharing initiatives, in collaboration with local government authorities and their Ivorian counterparts
- Organization of 45 training and mentoring sessions for the Bureau of Immigration and Naturalization on organizing and effectively facilitating cross-border meetings of the Bureau with other security agencies, civilian authorities and traditional leaders with their Ivorian, Guinean and Sierra Leonean counterparts
- Conduct of 1 joint Bureau of Immigration and Naturalization and UNMIL baseline assessment on the Bureau's capacity to conduct border security and immigration functions, including: international border cooperation activities inside Liberian territory and activities in third countries, including issuance of visas and consular services
- 1 revised training curriculum for the Bureau of Immigration and Naturalization, in collaboration with the Bureau, incorporating gender, migration, conduct and discipline, the hub concept and decentralization
- Organization of 5 in-service training sessions of the Bureau of Immigration and Naturalization on border management and control, document identification and vetting, and immigration laws

Expected accomplishments	*Indicators of achievement*
1.3 Improved capacity and performance of the Liberia National Police in controlling crime and maintaining order nationwide, especially in the leeward counties and areas where UNMIL has commenced drawdown	1.3.1 Increase in the number of Liberia National Police officers trained, equipped and deployed (2012/13: 4,971; 2013/14: 5,571; 2014/15: 6,170) 1.3.2 Increase in the number of Liberia National Police/Police Support Unit officers trained, equipped and deployed (2012/13: 785; 2013/14: 1,100; 2014/15: 1,200) 1.3.3 Increase in the number of trained and recruited Liberia National Police officers deployed outside Monrovia (2012/13: 1,378; 2013/14: 1,578; 2014/15: 1,778) 1.3.4 Increase in the percentage of female officers in the Liberia National Police (2012/13: 17.38 per cent; 2013/14: 19.5 per cent; 2014/15: 20 per cent)

Outputs

- Organization of 6 in-service refresher training sessions in public order control techniques and tactics, weapon handling, unarmed combat, use of non-lethal force and operational readiness/quick response for officers of the Police Support Unit and the Emergency Response Unit in each of the country's 5 police regions and Monrovia
- Organization of 6 training courses on community policing for 6 community policing forums in 5 regions and in Monrovia

- Organization of 1,565 (1 session x 5 regions x 313 days) advisory and mentoring sessions on operational planning, administration and management skills, discipline, protection of civilians, rules of engagement and use of force for the Liberia National Police patrol division in 5 regions and Monrovia
- Organization of 20 training sessions with 5 at the regional level and 15 at the county level, on development of operational plans of the Liberia National Police
- Organization of 6 training-of-trainers workshops for the Police Support Unit and Emergency Response Unit on: operations; crime services; public order/emergency response; administrative processes; training and development; and planning
- Organization of 30 in-service training sessions for Liberia National Police officers in: recordkeeping; office management; command and control; public safety and security; operational planning and execution; basic tactical interventions and arrest techniques; first responder roles and responsibilities; interviews and interrogations; protection of civilians and human rights observance; and community-based policing

External factors

Continued progress in handing over security responsibilities to national authorities, through implementation of the transition road map, including adequate national security oversight and capacity to effectively protect civilians in areas without an UNMIL military presence; relative stability along the Liberian border with the Mano River Union countries, including an improved security situation in the border area with Côte d'Ivoire and political stability in Sierra Leone and Guinea; the political will to develop and implement bilateral, quadripartite and regional security and stabilization strategies; the political will to reform the security sector, including the passage of adequate legislation and regulations; adequate budgetary allocations for the Liberia National Police, the National Police Training Academy and the Bureau of Immigration and Naturalization; continued donor support for the Liberia National Police and the Bureau of Immigration and Naturalization; and no major security incidents or destabilization resulting from the senatorial elections

Table 2
Human resources: component 1, security

Category	*Total*
I. Military observers	
Approved 2013/14	133
Proposed 2014/15	133
Net change	–
II. Military contingents	
Approved 2013/14	5 783
Proposed 2014/15	4 765
Net change	**(1 018)**
III. United Nations police	
Approved 2013/14	498
Proposed 2014/15	498
Net change	–

IV. Military contingents	
Approved 2013/14	1 265
Proposed 2014/15	1 265
Net change	–
V. Government-provided personnel	
Approved 2013/14	32
Proposed 2014/15	32
Net change	–

	International staff								
IV. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*	*United Nations Volunteers*	***Total***
Office of the Force Commander									
Approved posts 2013/14	–	2	–	–	2	**4**	–	–	**4**
Proposed posts 2014/15	–	2	–	–	2	**4**	–	–	**4**
Net change	–	–	–	–	–	–	–	–	–
Office of the United Nations Police Commissioner									
Approved posts 2013/14	–	2	10	3	2	**17**	2	–	**19**
Proposed posts 2014/15	–	2	10	3	2	**17**	2	–	**19**
Net change	–	–	–	–	–	–	–	–	–
Subtotal									
Approved posts 2013/14	–	4	10	3	4	**21**	2	–	**23**
Proposed posts 2014/15	–	4	10	3	4	**21**	2	–	**23**
Net change	–	–	–	–	–	–	–	–	–
Total (I-VI)									
Approved 2013/14									**7 734**
Proposed 2014/15									**6 716**
Net change									**(1 018)**

Component 2: rule of law

59. As detailed in the framework below, the Mission's rule of law component will focus its efforts on supporting the reform of the national legislative and policy framework, increasing accountability in the justice and security sectors, strengthening the capacity of justice and security institutions, enhancing the service delivery of the justice and security sectors, and enhancing the promotion and protection of human rights.

60. During the budget period, UNMIL will support a functional review of the national law-making process and implementation of key pieces of legislative and

policy reform, including the revised national security strategy. Increased efforts will be made to assist justice and security institutions on reforming their regulatory frameworks. Emphasis will be given to increasing oversight and accountability within the justice and security sectors, with a view, in particular, to ensuring effective implementation of the recommendations of the 2013 review of management and accountability within the Liberia National Police, Prosecution and Judiciary. UNMIL will further its activities aimed at increasing access to justice and security services throughout the country. By the end of the budget period, it is expected that three justice and security hubs will be established and operational in line with the Government's objective of decentralization of public services. The Mission will also pursue its comprehensive efforts aimed at improving the functioning of the criminal justice system. Continued support will also be given to the process of harmonizing the formal and the traditional justice systems.

61. As mandated by the Security Council in its resolution 2116 (2013), UNMIL will intensify its efforts to improve training programmes and will enhance mentoring activities to strengthen the capacity of justice and security institutions, including the Liberia National Police, the Bureau of Immigration and Naturalization, the Ministry of Justice and the Judiciary, with a view to ensuring the long-term sustainability of reforms and achieving a successful transition of security responsibilities to the Government of Liberia. Specifically with respect to the Liberia National Police, the Mission will reconfigure its mentoring, advising, training and technical assistance activities to address the critical capacity, integrity and operational effectiveness gaps identified in the 2013 baseline assessment, chief among them being overcentralization of authority and overconcentration of resources at Mission headquarters; low administrative, planning and management capacity; and the emphasis on quantitative growth at the cost of qualitative improvement in existing human capital. Improving the management of corrections facilities will remain a priority for UNMIL as it continues to support capacity development within the Bureau of Corrections and Rehabilitation.

62. As part of its efforts to implement Security Council resolution 1325 (2000), UNMIL will support the Government of Liberia in integrating gender issues in the policy development and training of the security sector. The Mission will also support the Government's efforts to combat sexual and gender-based violence, such as through the strengthening of the capacity of the national police in this area and awareness-raising of existing legislation on sexual violence. In accordance with Security Council resolution 2116 (2013), UNMIL will continue its efforts to strengthen the capacity of the Independent National Commission on Human Rights and support the implementation of the National Human Rights Action Plan and the Convention on the Rights of Persons with Disabilities. The Mission will also undertake initiatives in support of human rights civil society organizations and traditional leaders.

Expected accomplishments	*Indicators of achievement*
2.1 Progress in reforming the national legislative and policy framework	2.1.1 Regulations implementing legislation governing the Liberia National Police, the Bureau of Immigration and Naturalization, the Bureau of Corrections and Rehabilitation and the Drug Enforcement Agency submitted to the appropriate authority for approval (2012/13: 0; 2013/14: 0; 2014/15: 4)
	2.1.2 Implementation of the revised National Security Strategy, in accordance with its implementation plan (2012/13: not applicable; 2013/14: 2; 2014/15: 5)
	2.1.3 Increase in the number of adopted laws and policies, which incorporate a human rights-based approach, including the integration of human rights standards (2012/13: 2; 2013/14: 3; 2014/15: 4)

Outputs

- Organization of 1 functional review of the national law-making process to make recommendations for establishing a more coherent, standardized and coordinated process among the various national institutions involved
- 6 advisory papers on legislative and policy reform submitted to national institutions (Ministry of Justice, Ministry of National Security, National Bureau of Investigations, Law Reform Commission, Judiciary and Liberia National Police)
- Organization of 1 workshop bringing together security sector institutions, including the Liberia National Police, Bureau of Immigration and Naturalization and the Drug Enforcement Agency, for the development of a mechanism to implement the revised National Security Strategy
- Monthly mentoring and technical advisory sessions with the Liberia Legislative Staff Human Rights Association on the promotion of human rights in law-making
- 1 workplan for the Liberian National Commission on Small Arms, in collaboration with the Commission

Expected accomplishments	*Indicators of achievement*
2.2 Increased accountability in the justice and security sectors	2.2.1 Establishment of a civilian oversight mechanism (2012/13: not applicable; 2013/14: 0; 2014/15: 1)
	2.2.2 Increase in the rate of implementation of recommendations from management and accountability reviews undertaken as part of the joint Justice and Security Programme (2012/13: not applicable; 2013/14: 20 per cent; 2014/15: 25 per cent)
	2.2.3 Functioning Liberia National Police Professional Standards Division offices established in all five regional headquarters (2012/13: 0; 2013/14: 0; 2014/15: 5)

	2.2.4 Establishment of a fair, transparent, merit-based and non-political promotion process for all ranks of the Liberia National Police (2012/13: 0; 2013/14: 0; 2014/15: 1)

Outputs

- 1 regulatory framework for civilian oversight developed in collaboration with the Ministry of Justice
- Organization of 5 sessions with the Liberian security sector civil society working group on development of the security sector, including on the drafting of legislation and regulations
- Presentation of 3 advisory papers to the Judiciary, the Prosecution and the Liberia National Police on enhancing their respective internal oversight capacities
- 1 promotions policy for the Liberia National Police to provide for a fair, transparent, merit-based and non-political promotion process for all ranks, in collaboration with the Liberia National Police
- 1 Professional Standards Policy for the Liberia National Police, in collaboration with the Liberia National Police
- 1 reporting mechanism for misconduct by the Liberia National Police for establishment in all 15 counties, in collaboration with the Liberia National Police
- 1 review of court fees and fines in magisterial and Circuit courts in the 15 counties of Liberia submitted to the Supreme Court
- Organization of 3 capacity-building seminars for 25 members of the Judiciary and Defence Committees of the Legislature on effective oversight of the justice and security sectors
- Monthly support sessions to enhance the capacity of the Liberia National Police (unit assigned to crowd control), officers of the Bureau of Immigration and Naturalization deployed at the borders and elements of the Armed Forces of Liberia to be deployed in peace operations on conducting and institutionalizing human rights training and monitoring
- Organization of 1 functional review of the Ministry of Justice to provide recommendations for the effective and efficient coordination among the 14 justice and security agencies within the Ministry of Justice
- 1 terms of reference for the Court Inspectorate Unit within the Office of the Court Administrator, in collaboration with the Judiciary

Expected accomplishments	*Indicators of achievement*
2.3 Enhanced capacity of Liberian justice and security institutions	2.3.1 Establishment of Liberia National Police training centres in 3 regional headquarters (2012/13: 0; 2013/14: 1; 2014/15: 3)
	2.3.2 Increase in the number of counties in which standardized recordkeeping systems have been implemented by the Judiciary and the Prosecution (2012/13: 0; 2013/14: 4; 2014/15: 5)
	2.3.3 Increase in the number of trained corrections officers (2012/13: 270; 2013/14: 330; 2014/15: 400)

	2.3.4 Increase in the number of Bureau of Immigration and Naturalization strategic plan projects completed (2012/13: 20; 2013/14: 25; 2014/15: 30)

Outputs

- Organization of 2 strategic planning sessions with each of 5 justice and security institutions (the Judiciary, Ministry of Justice, Liberia National Police, Bureau of Immigration and Naturalization, and Bureau of Corrections and Rehabilitation)
- 4 national monitoring and evaluation reports on progress in addressing critical capacity gaps identified in the 2013 Joint Liberia National Police/UNMIL baseline assessment for the Liberia National Police and the Ministry of Justice
- Organization of 1 Liberia National Police recruitment campaign targeted at rural-based women at the regional and county levels who meet the basic recruitment age and academic qualifications requirements, in collaboration with the Liberia National Police
- Formulation of 3 training delivery plans for 3 regional training centres, in collaboration with the Liberia National Police Training Academy
- Formulation of 5 project implementation and monitoring plans, in collaboration with the Bureau of Immigration and Naturalization
- Formulation of 1 set of national Standard Operating Procedures on good prison practice, in collaboration with the Bureau of Corrections and Rehabilitation
- Organization of 11 induction training modules using an adult learning-based approach for new corrections officers to be used by the Bureau of Corrections and Rehabilitation to train 70 new corrections officers
- Formulation of a mentoring plan for each senior staff member in the Bureau of Corrections and Rehabilitation, including 20 per cent women, who undertook management training in 2013/14, in collaboration with the Bureau of Corrections and Rehabilitation
- Organization of 1 standardized training-of-trainers manual for the in-service training of corrections officers on security procedures and prison administration, and 1 advanced level (phase II) training curriculum for corrections officers on the use of non-lethal force
- Organization of one 5-day training-of-trainers session on methodologies for training, mentoring and co-location skills for 25 officers from the Bureau of Immigration and Naturalization, the Liberia National Police, the Bureau of Corrections and Rehabilitation and the Independent National Commission on Human Rights
- Organization of one 5-day training workshop for 30 members of civil society organizations, including women's organizations, active in the justice and security sectors, on human rights and gender issues
- Organization of 10 briefing sessions for the Ministry of Justice, the Court Administrator's office and court clerks located within the regions of the second and third justice and security hubs on the roll-out and implementation of manual recordkeeping systems

Expected accomplishments	*Indicators of achievement*
2.4 Enhanced service delivery of the justice and security sectors	2.4.1 Justice and security services delivered through regional justice and security hubs (2012/13: 3 counties, 2013/14: 5 counties; 2014/15: 6 counties)

2.4.2 Increase in the cases of sexual and gender-based violence that are reported to the police in Montserrado County, processed by the police and reach trial at Criminal Court E (2012/13: not applicable; 2013/14: 4 per cent; 2014/15: 30 per cent)

2.4.3 Decentralization of the Liberia National Police facilities and fleet management services to 3 regional headquarters (2012/13: 0; 2013/14: 0; 2014/15: 3)

2.4.4 Decrease in pretrial detention (2012/13: 80 per cent; 2013/14: 75 per cent; 2014/15: 70 per cent)

Outputs

- Organization of 3 standardized templates and 20 briefing sessions, for 7 officials per session, on docket review to prosecutors, public defenders, the Sexual and Gender-based Violence Crimes Unit and the juvenile court
- Organization of 7 in-service training workshops (5 in regions and 2 in Monrovia) for 175 Liberia National Police officers on: conduct of criminal investigations and coordination with the Liberian Prosecution Service (with respect to the memorandum of understanding between the Liberia National Police and the Liberian Prosecution Service on respecting the conduct of criminal investigations and prosecutions coordination); women and children protection issues; sexual and gender-based violence; forensics; criminal intelligence; and transnational crime/INTERPOL
- Organization of 4 advanced and specialized joint training workshops for 80 officers of the Liberia National Police Criminal Services Department and the Women and Children Protection Section on the handling of investigations, case file management and coordination with prosecution on cases related to sexual and gender-based violence
- Organization of 4 advanced and specialized training workshops for 100 officers of the Liberia National Police at the National Police Training Academy on community policing, human rights, first-line and mid-level management and criminal investigation skills
- Organization of 7 training sessions for 105 officers of the Liberia National Police (4 at police headquarters and 3 at regional headquarters) on the implementation of facilities and fleet management policy
- 1 consolidated analytical report on the performance of Circuit Courts in all 15 counties for dissemination to government institutions, particularly the Ministry of Justice, the Judiciary and the Law Reform Commission
- Monthly analysis reports of services offered within the 3 justice and security hubs for dissemination to government institutions and other partners, including the Ministry of Justice, the Judiciary, the Law Reform Commission and the United Nations Office for Drugs and Crime
- 1 paper on policy options to the Committee on Enhancing Access to Justice for the harmonization of the formal and informal justice systems
- Organization of 1 lessons learned review of the experience of women and girls in accessing formal and customary justice systems for the Ministry of Gender and Development, Ministry of Justice and civil society organizations

- Public information campaign (see related outputs under expected accomplishment 1.1 with respect to outreach and publicity regarding justice and security issues)

Expected accomplishments	*Indicators of achievement*
2.5 Progress towards the protection of human rights through increased compliance with human rights instruments norms and standards	2.5.1 Increased implementation of National Human Rights Action Plan measures, including the national strategy for the implementation of the Convention on the Rights of Persons with Disabilities (2012/13: 3; 2013/14: 6; 2014/15: 8)
	2.5.2 Increased fulfilment of Liberia's international human rights obligations, including under the Universal Periodic Review and treaty bodies (2012/13: 3; 2013/14: 6; 2014/15: 8)
	2.5.3 Increase in the number of monitoring visits by the Independent National Commission on Human Rights at the national and county levels (2012/13: 30; 2013/14: 50; 2014/15: 65)
	2.5.4 Increase in the number of human rights reports and advocacy initiatives by national civil society organizations (2012/13: not applicable; 2013/14: not applicable; 2014/15: 15)

Outputs

- Organization of 12 working sessions of 1.5 days each with the National Human Rights Action Plan Steering Committee on implementation of the National Human Rights Action Plan, submission of the Universal Periodic Review to the Human Rights Council and the implementation of recommendations emanating from the Universal Periodic Review
- Organization of one 4-day training session for 16 government focal points, including relevant ministries, on treaty reporting and international human rights protection mechanisms
- Organization of 8 working sessions with security and rule of law institutions (police, corrections, prosecution, judiciary and Armed Forces of Liberia) on the integration of human rights standards into their policies and operations
- Organization of 2 working sessions with the Independent National Commission on Human Rights tools to: implement its mandate in compliance with the Paris Principles; promote the realization of economic, social and cultural rights and the rights of vulnerable groups; and monitor and advocate for the implementation of the recommendations of the Truth and Reconciliation Commission
- Organization of 8 working sessions with security and rule of law institutions (police, corrections, Prosecution and Judiciary) on analysis norms and benchmarks for the integration of human rights standards into their policies and operations
- Organization of 6 formal discussions with national and local traditional leaders on the universality of human rights, cultural relativism and human rights in the context of traditional practices and in the administration of traditional justice
- Organization of 6 mentoring and capacity-building sessions with the Human Rights and Disability Task Force on the promotion of the national strategy on the implementation of the Convention on the Rights of Persons with Disabilities

- Organization of 6 capacity-building sessions with the Ministry of Finance and Planning and other stakeholders on promotion of the implementation and monitoring of the Agenda for Transformation, as well as national education and health policies, with a human rights-based approach
- Organization of 12 working sessions with civil society organizations on human rights monitoring, and reporting and advocacy, including the capturing of gender-specific human rights issues
- Organization of 12 discussion sessions on United Nations Guiding Principles on Business and Human Rights with relevant State institutions and civil society actors on promoting the application of business and human rights principles for concession areas, and State and private enterprises

External factors

Political will of the Executive, Legislature and Judiciary for reform across the justice and security sectors, including the prioritization of institutional reform measures, the adoption of legislation and regulations to establish an appropriate regulatory framework, effective coordination between government institutions, and adequate budgetary allocations for justice and security sector institutions, including efforts to attain increased donor support for the sectors; the Independent National Commission on Human Rights is allocated sufficient resources to implement its mandate throughout Liberia; the Commission maintains its independence and the Commission and other national authorities build effective working relationships to ensure that the Commission's recommendations are implemented; the Government and civil society continue to participate fully in the Steering Committee on the National Human Rights Action Plan

Table 3
Human resources: component 2, rule of law

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Deputy Special Representative of the Secretary-General (Operations and Rule of Law)									
Approved posts 2013/14	1	1	3	–	2	7	1	1	**9**
Proposed posts 2014/15	1	1	3	–	2	7	1	1	**9**
Net change	–	–	–	–	–	–	–	–	–
Corrections and Prison Advisory Service									
Approved posts 2013/14	–	–	3	–	1	4	2	4	**10**
Proposed posts 2014/15	–	–	3	–	1	4	2	4	**10**
Net change	–	–	–	–	–	–	–	–	–
Access to Justice and Security Unit									
Approved posts 2013/14	–	–	3	2	1	6	9	–	**15**
Proposed posts 2014/15	–	–	3	2	1	6	9	–	**15**
Net change	–	–	–	–	–	–	–	–	–

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Training and Mentoring Unit									
Approved posts 2013/14	–	–	1	1	–	**2**	5	–	**7**
Proposed posts 2014/15	–	–	1	1	–	**2**	5	–	**7**
Net change	–	–	–	–	–	–	–	–	–
Legal and Policy Reform Unit									
Approved posts 2013/14	–	–	2	2	1	**5**	7	–	**12**
Proposed posts 2014/15	–	–	2	2	1	**5**	7	–	**12**
Net change	–	–	–	–	–	–	–	–	–
Human Rights and Protections Section									
Approved posts 2013/14	–	1	5	1	2	**9**	5	1	**15**
Proposed posts 2014/15	–	1	5	1	2	**9**	5	1	**15**
Net change	–	–	–	–	–	–	–	–	–
Total, rule of law									
Approved 2013/14	1	2	17	6	7	**33**	29	6	**68**
Proposed 2014/15	1	2	17	6	7	**33**	29	6	**68**
Net change	–	–	–	–	–	–	–	–	–

[a] Includes National Professional Officers and national General Service staff.

Component 3: consolidation of democratic governance

63. In accordance with Security Council resolution 2116 (2013), UNMIL will continue to support the people and Government of Liberia in consolidating structures and institutions of democratic governance, through support to priority processes in national reconciliation, constitutional reform, electoral assistance and the consolidation of state authority. UNMIL will also continue its close collaboration with the Constitutional Review Committee, the Legislature and civil society, including women's organizations, and other national and international stakeholders, to assist with the comprehensive constitutional review process, with a focus on building consensus around the amendments that are the result of a transparent, inclusive and participatory process, led by the Constitution Reviews Committee.

64. The senatorial elections in 2014 represent another milestone in the consolidation of democratic governance, and they will provide an indication of the preparedness of the country for the presidential elections in 2017. UNMIL will work together with UNDP to support the National Elections Commission, political parties, the Legislature and international partners throughout the electoral cycle. In order to promote inclusiveness, the Mission will continue its support to Liberian stakeholders with civic education as the country prepares for the upcoming elections and the referendum on constitutional amendments.

65. A comprehensive and inclusive national reconciliation process involving all segments of Liberian society is necessary for the consolidation of peace. Part of the process will involve implementing structural reforms (constitutional reform, law

reform and decentralization) to overcome the political imbalances and inequality that contributed to divisions and conflict. UNMIL will work with the United Nations country team and the international community to support the Government and other national partners in the implementation of the Strategic Road Map for National Healing, Peacebuilding and Reconciliation.

66. The Mission will assist the Government with the development of appropriate legal mechanisms and procedures for the resolution of land disputes. It will also continue to support national efforts to formulate policies and institutionalize formal land-dispute resolution mechanisms. UNMIL will work with the new entity that is expected to replace the Land Commission in 2014, to support the execution of its functions and mandates in land administration and management. UNMIL will also work with the United Nations country team and the Government of Liberia Peacebuilding Office to empower and decentralize peace committees at the country and district levels, including strengthening their conflict management capacities.

67. The governance of agricultural concessions and natural resources management continues to pose legal, social, economic and security challenges. UNMIL will support government efforts to restore the effective management of the concessions in the forestry and extractive sectors. The Mission will also continue to interact with government agencies and concessionaires to establish functional early warning and conflict mitigation mechanisms to address the perennial social conflicts associated with land access, loss of livelihoods and labour disputes.

68. UNMIL will also continue to support the Government in the implementation of the decentralization and local governance programme. The de-concentration of key line ministry functions will be encouraged to strengthen county-level institutions and authorities. The Mission will collaborate with the United Nations country team and international community partners to build capacity for improved service delivery down to the district level and in communities along the border areas. UNMIL will also assist local authorities with county-level coordination and in monitoring programmes that form part of the Agenda for Transformation.

69. The Mission will also promote integrity and good governance through support to the dissemination and application of the code of conduct within the public service.

70. The youth bulge continues to be a potential threat to long-term security in major towns, border regions and areas with precious mineral resources. Working closely with the United Nations country team and other partners, UNMIL will support the Government in devising a strategy for engaging and integrating at-risk youth, and it will monitor empowerment interventions, especially those targeting girls and young women.

71. UNMIL will continue to utilize the quick-impact programme to enhance the operational capacity of national security agencies, including the Bureau of Immigration and Naturalization, in rural and sensitive locations along the borders. The Mission will also allocate funds to projects promoting reconciliation and social cohesion, and support vulnerable communities and youth groups through income-generating activities.

72. Finally, UNMIL will provide advice, facilitate and monitor disaster risk reduction activities to ensure that all the disaster management mechanisms and systems are institutionalized and functional. UNMIL will continue to monitor the situation along the borders with Côte d'Ivoire and Guinea with a view to providing timely humanitarian response to populations affected or displaced into Liberia.

Expected accomplishments	*Indicators of achievement*
3.1 Progress towards constitutional reform	3.1.1 Completion of civic education activities by the Constitutional Review Committee in all 15 counties on the draft amendments 3.1.2 Legislative approval of constitutional amendments

Outputs

- Facilitation of discussion in the Legislature and other forums regarding proposed constitutional amendments through 5 advisory papers
- Conduct of 2 assessments of stakeholder support to the constitutional review process, including political parties and civil society
- 1 national strategy for generating support for legislative approval of amendments to the Constitution and in support of national actors, developed in collaboration with UNDP
- 1 civic education package on the referendum for distribution in all 15 counties to national stakeholders, such as government officials, civil society organizations and communities, in collaboration with UNDP
- Formulation of 1 civic education strategy for women and youth to participate in the referendum, developed in collaboration with the Constitutional Review Committee
- 1 national stakeholders forum on gender-specific and human rights compliant amendments to the Constitution, in collaboration with the Government, the Women's Legislative Caucus, civil society partners and the United Nations country team
- Public information campaign (see related outputs under expected accomplishment 1.1 with respect to outreach and publicity regarding constitutional reform)

Expected accomplishments	*Indicators of achievement*
3.2 Increased capacity to conduct peaceful and credible elections	3.2.1 National Electoral Commission's compliance with timelines for the senatorial elections as per the published electoral calendar 3.2.2 Acceptance of the senatorial election results as free and fair by national and international observers 3.2.3 Timely and orderly commencement of legislative sessions by senators elected through the polls in 2014

Outputs

- Conduct of 1 assessment of the overall electoral process in 15 counties to inform activities of the National Elections Commission, including its application of an updated voter registry and voter access to polling stations
- Organization of 5 voter education sessions in all 15 counties with members of the local population, including women's groups, on the importance of voter participation, the elements of free and fair elections and the electoral process

- 1 review of the implementation of the National Elections Commission strategy for gender mainstreaming and women's participation in the 2014 electoral cycle, in collaboration with National Election Commission, the Ministry of Gender and Development and the United Nations country team
- 1 review of best practices and lessons learned from the 2014 senatorial electoral process to inform the planning of subsequent electoral events by the National Elections Commission

Expected accomplishments	*Indicators of achievement*
3.3 Progress in inclusive national reconciliation and comprehensive social cohesion	3.3.1 Community-based "Palava hut" dispute resolution forums established and functional for implementation of the reconciliation process (2012/13: 0; 2013/14: 5; 2014/15: 8)
	3.3.2 Legislative approval of a consolidated land agency (2012/13: 0; 2013/14: 0; 2014/15: 1)
	3.3.3 Increase in the number of agricultural mining and forestry concessions with a functional mechanism for conflict mitigation (2012/13: 3; 2013/14: 3; 2014/15: 5)
	3.3.4 Increase in the number of functional peace committees (2012/13: 40; 2013/14: 55; 2014/15: 65)

Outputs

- Conduct of 1 study on the gender impact of the Peace Committee Reform Project, in collaboration with the Ministry of Internal Affairs and Liberia Peace-building Office
- Monthly capacity-building sessions in 15 counties on the establishment and management of peace committees, and 1 training module on early warning, conflict prevention and resolution, and alternative dispute resolution mechanisms for peace committees, in collaboration with the Ministry of Internal Affairs and the Liberia Peacebuilding Office
- 1 policy non-paper on the progress of implementation of the National Reconciliation Programme, in collaboration with the Ministry of Internal Affairs, the Liberia Peacebuilding Office, the Ministry of Youth and Sports and the Land Office
- Organization of 30 capacity-building sessions in 15 counties for (chiefs) elders, statutory officials, women's groups, peace committees and youth on alternative dispute resolution, in collaboration with the Land Office, for submission of mechanisms on dispute resolution to the Ministry of Justice
- Organization of 3 economic/social/political empowerment programmes, targeting at-risk youth, particularly in concession and border areas, developed and implemented, in collaboration with the Ministry of Youth and Sports, the Ministry of Labour, the Ministry of Gender and Development and the United Nations country team
- 1 strategy paper, 1 concept note and 1 policy paper on conflict mitigation between communities and agriculture/natural resource concessions, in collaboration with the new Land entity, the Ministry of Mines and Energy, the Peacebuilding Office and civil society organizations
- 1 concept note on the role of civil society in national reconciliation processes and 1 project proposal to secure funding for the active participation of civil society in the implementation of the Strategic Road Map for National Healing, Peacebuilding, and Reconciliation, in collaboration with the National Civil Society Council of Liberia, the United Nations country team and other partners

- Organization of 1 forum on women's access to land, in collaboration with the Ministry of Gender and Development, the Land Commission, women's organizations and the United Nations country team

Expected accomplishments	*Indicators of achievement*
3.4 Progress in the consolidation of State authority	3.4.1 De-concentration of ministry functions and services, in accordance with the Government's decentralization policy (2012/13: 4 ministries; 2013/14: 10 ministries; 2014/15: 12 ministries and 2 agencies)
	3.4.2 Increase in the participation of ministry and agency representatives in County Development Steering Committee meetings (2012/13: 32 per cent; 2013/14: 60 per cent; 2014/15: 85 per cent)
	3.4.3 County disaster risk committees established and functional (2012/13: 0; 2013/14: 5; 2014/15: 10)

Outputs

- One implementation plan for the devolution of service and functions to local administrations, in accordance with the Liberia Decentralization Support Programme, in collaboration with line ministries and agencies
- Organization of 6 training sessions for county administrators from all 15 counties on decentralization (3), including gender responsiveness and fiscal management (3), in collaboration with the Liberia Institute for Public Administration
- 6 analytical reports on community benefits through concessionary agreements, national law or regulatory instruments, including on mechanisms for the release and utilization of funds obtained from the management of natural resources, to be shared with Forestry Development Authority, the Ministry of Internal Affairs and the Ministry of Finance
- 10 county disaster preparedness plans, in collaboration with the Ministry of Internal Affairs, the Environmental Protection Agency, UNDP and the World Food Programme; and critical needs assessments in response to all humanitarian crises
- 1 report on the contribution of Liberian women to peace consolidation and democratic governance in commemoration of 15 years of the adoption of Security Council resolution 1325 (2000) on women and peace and security
- 40 quick-impact projects on community identified capacity-building, infrastructure and social services support, and income-generating projects, particularly for womens' and at-risk youth groups
- Public information campaign (see related outputs under expected accomplishment 1.1 with respect to outreach and publicity regarding good governance)

External factors

Continued political will and consensus to move the constitutional reform process forward; sustained momentum to implement the Strategic Road Map for National Healing, Peacebuilding and Reconciliation; progress in the implementation of the decentralization policy and Act; dispute resolution mechanisms are institutionalized, including in concession agreements; political will and institutional capacity to address corruption; effective coordination and collaboration among national actors engaged in interlinked institutional reforms and political processes; and capacity of the Government to undertake and sustain institutional reforms

Table 4
Human resources: component 3, consolidation of democratic governance

Civilian staff	International staff						National staff	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Office of the Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance)									
Approved posts 2013/14	1	1	2	–	3	7	6	1	14
Proposed posts 2014/15	1	–	2	–	3	6	6	1	13
Net change	–	(1)	–	–	–	(1)	–	–	(1)
Consolidation of Democratic Governance Section									
Approved posts 2013/14	–	1	–	–	1	2	–	–	2
Proposed posts 2014/15	–	1	–	1	1	3	–	–	3
Net change	–	–	–	1	–	1	–	–	1
Political Analysis Section									
Approved posts 2013/14	–	–	4	2	1	7	2	3	12
Proposed posts 2014/15	–	–	–	–	–	–	–	–	–
Net change	–	–	(4)	(2)	(1)	(7)	(2)	(3)	(12)
Governance Section									
Approved posts 2013/14	–	–	6	–	1	7	6	3	16
Proposed posts 2014/15	–	–	6	–	1	7	6	3	16
Net change	–	–	–	–	–	–	–	–	–
Reconciliation and Peace Consolidation Section									
Approved posts 2013/14	–	–	8	2	–	10	8	2	20
Proposed posts 2014/15	–	–	8	2	–	10	8	2	20
Net change	–	–	–	–	–	–	–	–	–
Gender Adviser Unit									
Approved posts 2013/14	–	–	1	1	–	2	5	2	9
Proposed posts 2014/15	–	–	1	1	–	2	5	2	9
Net change	–	–	–	–	–	–	–	–	–

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
HIV/AIDS Adviser Unit									
Approved posts 2013/14	–	–	1	–	–	1	4	2	7
Proposed posts 2014/15	–	–	1	–	–	1	4	2	7
Net change	–	–	–	–	–	–	–	–	–
Total, consolidation of democratic governance									
Approved 2013/14	1	2	22	5	6	**36**	31	13	**80**
Proposed 2014/15	1	1	18	4	5	**29**	29	10	**68**
Net change	–	**(1)**	**(4)**	**(1)**	**(1)**	**(7)**	**(2)**	**(3)**	**(12)**

[a] Includes National Professional Officers and national General Service staff.

International staff: net decrease of 7 posts (decrease of 1 D-1, 1 P-5, 3 P-4, 2 P-3 and 1 Field Service posts and increase of 1 P-3 post from the Security Section)

National staff: decrease of 2 posts (redeployment of national General Service posts)

United Nations Volunteers: decrease of 3 positions (reassignment)

Office of the Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance)

International staff: decrease of 1 post (reassignment of 1 D-1 post to the Political Affairs Section)

73. In the context of the reconfiguration of the Political Analysis Section into a Political Affairs Section reporting to the Special Representative of the Secretary-General, the reassignment of one post at the D-1 level is proposed.

74. In addition, it is proposed that a post of Humanitarian Affairs Officer at the P-4 level be reprofiled to a post of Civil Affairs Officer at the same level. The Humanitarian Coordinator functions no longer rest with the Office of the Deputy Special Representative as the result of the closure of the Office for the Coordination of Humanitarian Affairs field office in Liberia. The Office of the Deputy Special Representative advances the Mission's mandate in national reconciliation and peace consolidation, management of natural resources, land reform and decentralization of governance, and support to national State and civil society actors to build capacity and achieve progress with a number of vital processes. Effective knowledge sharing and cohesion with the Office of the Special Representative of the Secretary-General, the Office of the Deputy Special Representative of the Secretary-General (Rule of Law) and other substantive components of the Mission is critically important to ensure a coherent integrated structure of the Mission, emphasized through the preparations for and increased attention to the future phases of civilian transition.

Consolidation of Democratic Governance Section

International staff: increase of 1 post (reassignment of 1 P-3 post from the Security Section)

75. The Consolidation of Democratic Governance Section, under the Office of the Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance), and with its currently authorized staffing establishment of two posts (1 D-1 and 1 Field Service), will coordinate two substantive sections, namely, Reconciliation and Peace Consolidation Section and Governance Section. In order to provide support to the Head of Office in the coordination and management of the two key sections, including follow-up on the implementation of decisions and guidance provided by leadership within the Consolidation of Democratic Governance pillar, as well as the facilitation of communications and information flows within the pillar and the coordination of preparations for and follow-up on meetings, conferences and retreats, it is proposed that the Consolidation of Democratic Governance be strengthened with one post of Civil Affairs Officer at the P-3 level, to be accommodated through the reassignment of one post at the P-3 level from the Security Section. With the addition of the post, the Section will also be able to more effectively liaise with other Mission components and United Nations agencies, funds and programmes, as appropriate, to support the coordination of system-wide interventions and cross-cutting support of national reform processes within the framework of "Delivering as one" to ensure synergies in support of national reform processes that are critical for the consolidation of peace and democratic governance.

Political Analysis Section

International staff: decrease of 7 posts (redeployment 1 P-5, 3 P-4, 2 P-3 and 1 Field Service to the Political Affairs Section)

National staff: decrease of 2 posts (redeployment of 2 national General Service posts to the Political Affairs Section)

United Nations Volunteers: decrease of 3 positions (redeployment to the Political Affairs Section)

76. In the context of the reconfiguration of the Political Analysis Section into a Political Affairs Section reporting to the Special Representative of the Secretary-General, it is proposed to redeploy one post at the P-5 level, three posts at the P-4 level, two posts at the P-3 level, one Field Service post, two national General Service posts and three United Nations Volunteer positions.

Component 4: support

77. As detailed in the frameworks below, 6,661 military and police personnel and 1,655 civilian staff, including Government-provided personnel, encompassing executive leadership as well as security, rule of law and consolidation of democratic governance components will be provided with effective and efficient administrative, logistical and security services support in the execution of their mandated activities. The support will be provided in areas such as transportation services, including air, road and sea transport; medical services, including medical and casualty evacuations even to level-IV facilities outside the Mission area; maintenance of facilities to ensure an acceptable working environment for all UNMIL personnel, which includes

refurbishing camps, provision of cleaning services, environmental clean-up and minimum operating security standards and minimum operating residential security standards, as well as compliance repairs and renovation of fences and any other security structures. In addition, the Mission also plans to improve security for United Nations equipment and personnel including through the installation of additional closed circuit cameras particularly in warehouses to reduce pilferage. Security will also be provided to all United Nations premises at all times. The Mission will continue improvements on its communication and information technology architecture to ensure efficiencies are achieved at all stages. UNMIL will also target the individual conduct of Mission personnel and will sensitize the local populations around military installations to ensure they understand the United Nations zero-tolerance policy on sexual exploitation and abuse.

78. The Mission will operate from 76 locations, only 7 of which will be closed during the 2014/15 budget period, which is the final year of the current drawdown. The locations are being supported with delivery of fuel, rations and general supplies, vehicles and transport services, telecommunications and information technology, facilities maintenance, generator-supplied electricity, water, sewage, cleaning and waste disposal services, security services, and medical services. Support is provided with the Mission's own staffing, materials and assets, as outsourcing remains unfeasible owing to the lack of commercial providers of goods and services outside the capital.

Expected accomplishments	*Indicators of achievement*
4.1 Increased efficiency and effectiveness of logistical, administrative and security support for the Mission	4.1.1 100 per cent compliance with minimum operating security standards for all United Nations premises and facilities in all 15 counties (2012/13: 95 per cent; 2013/14 100 per cent; 2014/15: 100 per cent)
	4.1.2 Reduction by 6.7 per cent in reported cases of theft and pilferage (2012/13: 170 cases; 2013/14: 150 cases; 2014/15: 140 cases)
	4.1.3 Increased number of national staff certified in the fields of administration, business, management and information technology in the capacity-building programme in partnership with external training providers (2012/13: 123 certified; 2013/14: 50 certified; 2014/15: 150 certified)
	4.1.4 Increased percentage of calls to the service desk of the Communications and Information Technology Section resolved within one hour of the receipt of the call (2012/13: 72 per cent; 2013/14: 85 per cent; 2014/15: 88 per cent)
	4.1.5 Maintenance of a low number of major car accidents (accidents with a repair cost of more than $500) (2012/13: 34; 2013/14: 35; 2014/15: 35)

	4.1.6 Maintenance of gender distribution at all grades and levels (2012/13: 31 per cent female; 2013/14: 38 per cent female; 2014/2015: 38 per cent female)
	4.1.7 Increase in the number of communities sensitized to the United Nations zero-tolerance policy on sexual exploitation and abuse with a focus on troop drawdown areas and related reporting mechanisms (2012/13: 32; 2013/14: 45; 2014/15: 50)

Outputs

Service improvements

- Enhancement of operational safety and better services to clients by reassigning aviation staff to regional centres (Voinjama, Zwedru, Greenville and Harper)
- Installation of 6 closed circuit television cameras in various UNMIL premises and an extra 10 units of data storage equipment to enhance security with the aim of reducing pilferage and theft of United Nations assets, as well as enhance security for United Nations personnel
- Review of all reports of misconduct, and make recommendations on investigation reports within 30 days of receipt
- Sensitization of 50 communities on the zero-tolerance policy of the United Nations on sexual exploitation and abuse
- Conduct "all terrain driving" training for all new UNMIL personnel issued with driving licences

Military, police and civilian personnel

- Emplacement, rotation and repatriation of an average strength of 4,765 military contingent personnel, 133 military observers, 498 United Nations police officers and 1,265 formed police personnel
- 100 per cent verification, monitoring and inspection of contingent-owned equipment and self-sustainment for the military and police personnel
- 201 contingent-owned equipment verification reports submitted to Headquarters in order to facilitate reimbursements to UNMIL troop- and formed police units-contributing countries
- Quarterly overview letters on Mission-wide assessments of the capabilities and performance of contingent-owned equipment
- Organization of 2 meetings of the contingent-owned equipment/memorandum of understanding management review board
- Storage and supply of rations for an average strength of 4,252 military contingent personnel and 1,265 formed police personnel
- Administration of an average of 1,655 civilian staff, comprising 443 international staff, 943 national staff and 237 United Nations Volunteers, and 32 Government-provided personnel
- Organization of 30 refresher training sessions for military, police and civilians throughout Liberia on sexual exploitation and abuse/conduct and discipline
- Induction training on conduct and discipline conducted for all categories of new personnel

- Certification training of 150 national staff in various training courses in five knowledge areas, namely, logistics, vocational skills, professional administration, leadership and peacebuilding, as part of the national staff capacity-building programme
- Biannual occupational health and safety inspection and training for military, police and civilian personnel in Monrovia and all 7 sectors
- 100 per cent participation of new entrants to the Mission in mandatory induction training on United Nations standards of conduct and awareness of sexual exploitation and abuse
- Outreach and awareness campaign to attract female candidates to apply for vacancies in UNMIL, targeting national applicants

Facilities and infrastructure

- Maintenance and repair of 56 military and formed police unit sites, maintenance and repair of 7 United Nations police premises and maintenance and repair of 13 civilian staff premises
- Maintenance and repair of 1,785 United Nations-owned prefabricated accommodation buildings and ablution units in use at all UNMIL locations in Liberia
- Sanitation services provided for all premises, including sewage and garbage collection and disposal
- Operation and maintenance of 332 United Nations-owned generators (in use and in stock)
- Storage and supply of 10.98 million litres of petrol, oil and lubricants for generators
- Maintenance and renovation of 790 km of roads
- Maintenance and repair of 7 airfields, 8 terminals and 20 helicopter landing sites in 27 locations
- 100 per cent verification of United Nations-owned equipment

Ground transportation

- Operation and maintenance of 932 United Nations-owned vehicles, including 8 armoured vehicles and vehicular equipment, through 10 workshops in 8 locations
- Supply of 6.9 million litres of petrol, oil and lubricants for grounds transportation
- Daily shuttle service provided for an average of 1,000 United Nations personnel per day from their accommodation to mission offices

Air transportation

- Operation and maintenance of 2 fixed-wing and 11 rotary-wing aircraft, including 6 military-type aircraft
- Supply of 4.5 million litres of aviation fuel
- 5,980 flight hours (1,030 for 2 fixed-wing aircraft and 4,950 for 11 rotary aircraft (inclusive of 3 armed helicopters shared with UNOCI), including domestic and regional shuttle flights for passengers and cargo, troop rotations, ad hoc flights, casualty and medical evacuation flights, search-and-rescue flights, border patrols and other flights

Naval transportation

- Operation and maintenance of 1 sea vessel
- Supply of 0.58 million litres of petrol, oil and lubricants for naval transportation

Communications

- Support and maintenance of a satellite network consisting of 1 Earth station hub to provide voice, fax, video and data communications
- Support and maintenance of 20 very small aperture terminal (VSAT) systems, 34 telephone exchanges, 78 microwave links and 60 narrowband digital radios
- Support and maintenance of HF/VHF radio system, including 76 VHF repeaters, 56 HF, 81 VHF base station transceivers, 15 air to ground base stations and 4,124 hand-held and mobile VHF radios throughout the UNMIL area of operation
- Support and maintenance of 1 FM radio broadcast station in 1 radio production facility

Information technology

- Support and maintenance of 16 servers, 895 desktop computers, 948 laptop computers/thin client, and 211 printers/scanner (multifunction) in all UNMIL locations
- Support and maintenance of 7 local area networks (LAN) and 1 wide area network (WAN) for 1,843 users in all UNMIL locations
- Support and maintenance of the wireless area network
- Support and maintenance of 2 Internet links via the undersea fibre-optic cables

Medical

- Operation and maintenance of 8 level-I clinics, 2 level-II hospitals and 1 level-III hospital, as well as 18 emergency and first aid stations in 26 locations altogether for all mission personnel, staff of other United Nations agencies and the local civil population in emergency cases
- Maintenance of mission-wide land and air evacuation arrangements for all United Nations locations, including to level-V hospitals in 2 locations
- Conduct of 22 induction training sessions for all new UNMIL civilian personnel, 15 HIV/AIDS awareness training sessions and voluntary testing outreach for contingents, and 4 quarterly refresher HIV/AIDS sensitization trainings for civilian personnel
- Operation and maintenance of HIV voluntary confidential counselling and testing facilities for all Mission personnel

Security

- 227 security guard posts providing security services 24 hours a day, 7 days a week, at all UNMIL facilities in all 15 counties of Liberia
- 24-hour close protection to senior mission staff and visiting high-level officials
- Induction security training and primary fire training/drills for all new mission staff

- 2 concentration and evacuation/relocation exercises for United Nations personnel
- Annual update of country-specific security plan and security risk assessment

External factors

The current calm situation in the country continues for UNMIL to continue performing its mandated activities. Equipment and other goods are delivered on time for implementation to take place

Table 5
Human resources: component 4, support

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Conduct and Discipline Team									
Approved posts 2013/14	–	1	2	1	1	**5**	2	–	**7**
Proposed posts 2014/15	–	–	3	1	1	**5**	2	–	**7**
Net change	–	**(1)**	**1**	–	–	–	–	–	–
Mission Support Division Office of the Director of Mission Support									
Approved posts 2013/14	–	1	9	10	13	**33**	37	4	**74**
Proposed posts 2014/15	–	1	8	9	8	**26**	31	3	**60**
Net change	–	–	**(1)**	**(1)**	**(5)**	**(7)**	**(6)**	**(1)**	**(14)**
Supply Chain									
Approved posts 2013/14	–	1	13	13	61	**88**	151	45	**284**
Proposed posts 2014/15	–	1	10	13	53	**77**	171	51	**299**
Net change	–	–	**(3)**	–	**(8)**	**(11)**	**20**	**6**	**15**
Service Delivery									
Approved posts 2013/14	–	1	16	23	76	**116**	439	131	**686**
Proposed posts 2014/15	–	1	16	19	63	**99**	424	126	**649**
Net change	–	–	–	**(4)**	**(13)**	**(17)**	**(15)**	**(5)**	**(37)**
Subtotal, Mission Support Division									
Approved posts 2013/14	–	3	38	46	150	**237**	627	180	**1 044**
Proposed posts 2014/15	–	3	34	41	124	**202**	626	180	**1 008**
Net change	–	–	**(4)**	**(5)**	**(26)**	**(35)**	**(1)**	–	**(36)**

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Security Section									
Approved posts 2013/14	–	–	1	11	65	77	166	–	243
Proposed posts 2014/15	–	–	1	7	61	69	156	–	225
Net change	–	–	–	(4)	(4)	(8)	(10)	–	(18)
Total									
Approved 2013/14	–	4	41	58	216	319	795	180	1 294
Proposed 2014/15	–	3	38	49	186	276	784	180	1 240
Net change	–	(1)	(3)	(9)	(30)	(43)	(11)	–	(54)

[a] Includes National Professional Officers and national General Service staff.

International staff: net decrease of 43 posts (abolishment of 1 P-5, 2 P-4, 6 P-3, 3 P-2 and 28 Field Service posts, reassignment of 1 P-3 post, reclassification of 1 D-1, 3 P-5, 1 P-4 and 1 P-3 posts, and conversion of 2 Field Service posts)

National staff: net decrease of 11 posts (abolishment of 1 National Professional Officer and 12 national General Service posts and conversion of 2 Field Service posts to national posts (1 National Professional Officer and 1 national General Service))

United Nations Volunteers: no net change

Office of the Director of Mission Support

International staff: decrease of 7 posts (redeployment of 1 P-4, 1 P-3 and 3 Field Service posts and abolishment of 2 Field Service posts)

National staff: decrease of 6 posts (redeployment of 5 national General Service posts and abolishment of 1 national General Service post)

United Nations Volunteers: net decrease of 1 position (redeployment of 2 positions and reassignment of 1 position from the Supply Section and Central Warehouse)

Office of the Director

United Nations Volunteers: increase of 1 position (reassignment from the Supply Section and Central Warehouse)

79. The immediate Office of the Director of Mission Support, with its currently authorized staffing establishment of 13 posts and positions (1 D-2, 1 P-5, 2 P-4, 2 P-3, 1 P-2, 3 Field Service and 1 national General Service posts and 2 United Nations Volunteer positions), coordinates and manages all support activities that are required for the implementation of the mandate of the Mission. With the implementation of the global field support strategy model, the Office of the Director of Mission Support has an expanded responsibility to ensure that mission support structures perform more efficiently through better coordination, consolidation of functions and proactive planning and support delivery. In the context of the foregoing, it is proposed that the Office be strengthened with one United Nations

Volunteer position for a Board of Inquiry Officer, to be accommodated through the reassignment of a United Nations Volunteer position from the Supply Section and Central Warehouse. This position had been loaned to the Office by the Supply Section and Central Warehouse in order to cope with the workload of the Office. The regularization of this arrangement is being sought through the reassignment of the position. The Board of Inquiry (currently comprising 1 post at the P-2 level and 1 United Nations Volunteer position) receives and reviews reports of any serious incident involving personal injury or death as well as property damage or loss in which United Nations personnel or property is involved. Based on the standard operating procedures of the Board, reports should be completed within six weeks of the convening the Board of Inquiry by the Head of Mission. The addition of the Board of Inquiry Officer will enable the Board to better handle its workload.

Budget Section

International staff: decrease of 4 posts (redeployment of 1 P-4, 1 P-3 and 1 Field Service posts and abolishment of 1 Field Service post)

National staff: decrease of 1 post (redeployment of 1 national General Service post)

United Nations Volunteers: decrease of 2 positions (redeployment)

80. In the context of the reorganization of Mission Support in line with the global field support strategy model, it is proposed that the Budget Section be merged and subsumed with/into the Finance Section, which will be renamed the Finance and Budget Section under the supervision of the Chief Finance and Budget Officer (formerly the Chief Finance Officer). In this connection, it is proposed to redeploy one post at the P-4 level, one post at the P-3 level, one Field Service post, two United Nations Volunteer positions and one national General Service post to the Finance and Budget Section and to abolish one Field Service post.

Mission Support Operations Centre

International staff: decrease of 3 posts (redeployment of 2 Field Service posts and abolishment of 1 Field Service post)

National staff: decrease of 5 posts (redeployment of 4 and abolishment of 1 national General Service posts)

81. In the context of the reorganization of Mission Support in line with the global field support strategy model, and in order to increase the level of operational oversight on the part of the Director of Mission Support over the two pillars of the global field support strategy model, it is proposed to realign the Joint Logistics Operation Centre (formerly under Integrated Support Services) under the direct supervision of the Director of Mission Support in order to facilitate centralized coordination and control. Moreover, in order to reflect its enhanced role, the Joint Logistics Operations Centre will be renamed the Mission Support Operations Centre. The Centre will coordinate service delivery at the regional level with regional offices and will also be responsible for the planning and coordination of cost-effective and timely delivery of various support activities within applicable United Nations regulations and in accordance with the mandate of the Mission and will coordinate all cross-cutting logistics issues. The Centre will liaise and coordinate planning with other service delivery and substantive sections as well as military and police planners in order to provide cost-effective and timely logistics

support. In order to better align transportation and Geographic Information System (GIS) functions under the global field support strategy model, it is proposed that two Field Service posts and two national General Service posts be redeployed to the Communications and Information Technology Section and that two national General Service posts be redeployed to the Movement Control Section. It is also proposed to abolish one Field Service post of Logistics Assistant and one national General Service post of Administrative Assistant.

Supply Chain Management

International staff: net decrease of 11 posts (redeployment of 1 P-4, 1 P-3 and 4 Field Service posts, reclassification of 1 P-5 and 1 P-4 posts, abolishment of 1 P-5, 2 P-4, 2 P-3 and 11 Field Service posts, and conversion of a Field Service post to a National Professional Officer post)

National staff: net increase of 20 posts (reassignment of 2 national General Service posts, redeployment of 22 national General Service posts, abolishment of 1 national General Service post and conversion of a Field Service post to a National Professional Officer post)

United Nations Volunteers: net increase of 6 positions (redeployment)

Office of the Chief of Supply Chain Management

International staff: increase of 1 post (redeployment of 1 P-4 post from the Property Management Section)

National staff: increase of 4 posts (redeployment of 4 national General Service posts from the Property Management Section)

United Nations Volunteers: increase of 1 position (redeployment from the Property Management Section)

82. The Office of the Chief of Supply Chain Management is expected to coordinate all services pertaining to the supply chain, including supervisory and advisory roles to the supply, procurement, property control, movement control, contingent-owned equipment, and finance and budget sections. In the context of the reorganization of Mission Support, it is proposed to redeploy the Claims and Property Survey Unit, comprising one post of Chief of Claims Unit at the P-4 level, four national General Service posts and one United Nations Volunteer position of Claims Assistant, from the Property Management Section to the Office of the Chief of Supply Chain Management.

Property Management Section

International staff: net decrease of 4 posts (redeployment of 1 P-4 post, abolishment of 3 Field Service posts and reclassification of 2 posts) 1 P-5 to P-4 and 1 P-4 to P-3))

National staff: decrease of 4 posts (redeployment of 4 national General Service posts)

United Nations Volunteers: decrease of 1 position (redeployment)

83. The Property Management Section, composed of four units, namely, Receiving and Inspection, Property Control and Inventory, Claims and Property Survey, and Property Disposal, is responsible for operational, strategic and oversight functions with respect to the Mission's property. In the light of the overall downsizing of the

Mission, which will result in an estimated reduction of items of United Nations-owned equipment from 16,563 to 13,769 by the end of the 2013/14 financial period, it is proposed to abolish three Field Service posts, one of Property Control and Inventory Assistant and two of Receiving and Inspection Assistant. In this connection, it is also proposed to reclassify the post of Chief of the Property Management Section from the P-5 to the P-4 level and the post of Chief Property Control and Inventory Unit from the P-4 to the P-3 level. It is further proposed to redeploy one post at the P-4 level, four national General Service posts and one United Nations Volunteer position to the Office of the Chief of Supply Chain Management.

Procurement Section

International staff: decrease of 3 posts (abolishment of 1 P-5, 1 P-4 and 1 Field Service posts)

84. The Procurement Section provides cost-effective, efficient, timely and accurate procurement support to the Mission in accordance with the United Nations procurement rules and regulations. This includes the optimization of the acquisition process through effective procurement planning, service delivery and communication to clients, as well as the provision of expert technical advice to senior management on matters, including, but not limited to, regional and international procurement and supply chain management initiatives. In the light of the progressive reduction of the Section's workload, it is proposed that one post of Chief Procurement Officer at the P-5 level, one post of Procurement Officer at the P-4 level, and one Field Service post of Procurement Assistant be abolished.

Movement Control Section

International staff: decrease of 1 post (abolishment of 1 Field Service post)

National staff: increase of 10 posts (reassignment of 8 posts from the Supply Section and Central Warehouse and redeployment of 2 posts from the Mission Support Operations Centre)

United Nations Volunteers: increase of 3 positions (reassignment of 3 positions from the Communications and Information Technology Section)

85. The Movement Control Section is the nucleus of the Mission's movement control system in that it directs, coordinates and controls movement activities at a theatre level throughout the Mission area and executes centralized control of movement. The control function is decentralized through the delegation of authority and is physically executed by movement control units established at each of the major distribution points in the Mission. With the overall downsizing of the Mission, the Movement Control Section will face a surge of activities as troops are repatriated and camps are consolidated and closed. At the same time, in the context of the implementation of the Central Warehouse project, which is an essential component of the global field support strategy model, a Movement Control Transit Warehouse will be established where the issuance and receipt of consolidated cargo loads for the sector hubs will take place at sector hubs. In this connection, the Movement Control Section will establish its sector presence in four hubs at Zwedru, Gbarnga, Harper and Greenville. This will significantly affect the movement control functions, as the Section will be expected to manage a transit warehouse. In the light

of the foregoing, it is proposed to strengthen the Movement Control Section through: the reassignment of eight national General Service posts from the Supply Section and Central Warehouse as Movement Control Assistants; the redeployment of two national General Service posts from the Mission Support Operations Centre as Movement Control Assistants; and the reassignment of three United Nations Volunteer positions from the Communications and Information Technology Section as Movement Control Assistants. It is also proposed to abolish one Field Service post of Movement Control Assistant.

Supply Section and Central Warehouse

International staff: net decrease of 3 posts (redeployment of 2 Field Service posts from the Communications and Information Technology Section and 1 Field Service post from the Transport Section, and abolishment of 2 P-3 and 4 Field Service posts)

National staff: net increase of 11 posts (reassignment of 8 national General Service posts to the Movement Control Section, and redeployment of 15 national General Service posts from the Communications and Information Technology Section and 4 national General Service posts from the Transport Section)

United Nations Volunteers: net increase of 1 position (reassignment of 2 positions to the Engineering Section and 1 position to the Office of the Director of Mission Support, and redeployment of 2 positions from the Communications and Information Technology Section and 2 positions from the Transport Section)

86. The Supply Section, with its currently authorized staffing establishment of 117 posts (1 P-5, 1 P-4, 4 P-3, 16 Field Service, 76 national General Service and 19 United Nations Volunteer positions), provides all Mission components with cost-effective and efficient supply and distribution of ground and aviation fuel throughout Liberia. It also: manages supply assets, including activities such as forecasting, planning, replenishing and monitoring of the inventory; physically manages warehouses for communications, transportation, engineering and supply assets to include receipt, storage, control, picking, packing, staging and distribution of these assets and ensure delivery of quality rations, including water in the correct quantity at the right time, to all contingents locations; and to provide timely and responsive supply support to the sectors. In the context of the Supply Chain Management pillar, the Supply Section will be reorganized to include a Central Warehouse for all Mission assets and renamed the Supply Section and Central Warehouse. The Central Warehouse will cover a wide range of functions from acquisition planning and execution through warehousing and control to initiating write-off. Within the context of the reorganization of Mission Support, it is proposed that the Section be strengthened through the redeployment of three Field Service posts, two from the Communications and Information Technology Section to perform the functions of Warehouse Assistant and one post from the Transport Section to perform the functions of Logistics Assistant; 19 national General Service posts for 13 Warehouse Assistants and 6 Inventory and Supply Assistants, to be accommodated through the redeployment of 15 national General Service posts from the Communications and Information Technology Section, and four national General Service staff posts from the Transport Section; and four United Nations Volunteer positions to perform the functions of Warehouse Assistants to be accommodated through the redeployment of two positions from the Communications and Information Technology Section and two positions from the Transport Section. At

the same time, it is proposed that eight national General Service posts be reassigned to the Movement Control Section, that two United Nations Volunteer positions be reassigned, one to the Engineering Section and one to the Office of the Director of Mission Support. It is also proposed to abolish two posts at the P-3 level (Fuel Officer and Supply Officer) and four Field Service posts (Fuel Assistant, Rations Assistant, Budget Assistant and Warehouse Assistant).

Contingent-owned Equipment Verification Unit

International staff: decrease of 1 post (abolishment of 1 Field Service post)

National staff: decrease of 1 post (abolishment of 1 national General Service post)

87. The Contingent-owned Equipment Verification Unit has responsibility for the management of the memorandums of understanding between the United Nations and the troop- and police-contributing governments and for ensuring that the resources allocated for contingents with respect to their major and minor equipment holdings meet the requirements of the Mission and established United Nations standards. The Unit is also responsible for implementing and reporting on the contingent-owned verification programme to ensure effective control of contingent-owned equipment in the Mission and for monitoring the self-sustainment capabilities of each formed unit. In addition, the Contingent-owned Equipment Verification Unit is responsible for reviewing and processing troop strength analysis reports as well as daily and recreational leave allowances. Within the context of the drawdown of the military component of the Mission and the consequential reduction in the workload of the Unit, it is proposed that two Administrative Assistant posts, one Field Service and one national General Service, be abolished.

Finance and Budget Section

International staff: no net change (redeployment of 1 P-4, 1 P-3 and 1 Field Service post from the former Budget Section, abolishment of 1 P-4 and 1 Field Service post and conversion of 1 Field Service post to a National Professional Officer post)

National staff: no net change (reassignment of 2 national General Service posts, 1 each to the Medical Services Section and the Aviation Section, respectively, redeployment of 1 national General Service post from the former Budget Section, and conversion of 1 Field Service post to a National Professional Officer post)

United Nations Volunteers: increase of 2 positions (reassignment of 2 positions from the former Budget Section)

88. In the context of the reorganization of Mission Support in line with the global field support strategy model, it is proposed that the Budget Section be merged and subsumed with/into the Finance Section, which will be renamed the Finance and Budget Section under the supervision of the Chief Finance and Budget Officer (formerly the Chief Finance Officer). The Finance and Budget Section will carry out the functions of the previous respective Finance and Budget Sections with respect to the disbursement of funds allotted to the various pillars and support sections of the Mission as well as the provision of prompt financial services to civilian staff members, military personnel and United Nations police in the areas of salaries, mission subsistence allowance and travel, and payment to vendors and other third parties for goods supplied and services rendered to the Mission. The Finance and Budget Section will also be responsible for compiling monthly and annual financial

reports, including bank reconciliation statements, trial balances, status of allotments and cost centres managers reports, and receivables and payables, which are submitted to Headquarters on a monthly basis. In addition, the Section will be responsible for the preparation of the annual budget proposal for UNMIL, ensuring continuous oversight and control over the budget implementation throughout the financial period, the preparation of budget performance reports, and for various analytical assessments for senior management, providing operational guidance to cost centres and approving purchasing requisitions. Moreover, the Finance and Budget Section will be responsible for ensuring the implementation of change initiatives, such as the International Public Sector Accounting Standards (IPSAS) and the enterprise resource planning project (Umoja).

89. In the light of the foregoing, it is proposed to redeploy six posts from the Budget Section to the Finance and Budget Section, comprising one post at the P-4 level of Chief Budget Officer, two posts of Budget Officer, one at the P-3 level and one Field Service post, and one national General Service post and two United Nations Volunteer positions for Budget Assistants. On the basis of a review of the workload of the Finance and Budget Section, which is expected to be reduced owing to the automation of manual processes as a result of the implementation of Umoja and to greater economies of scale as a result of the merger of the Finance Section and Budget Section, it is proposed to abolish one post of Finance Officer at the P-4 level and one Field Service post of a Budget Assistant, and to reassign two national General Service posts, one to the Medical Services Section and the other to the Aviation Section. With a view to national capacity-building, it is also proposed to convert one Field Service post of Finance Assistant to a National Professional Officer post.

Service Delivery

International staff: decrease of 17 posts (redeployment of 1 Field Service post, abolishment of 4 P-3 posts and 11 Field Service posts, conversion of a Field Service post to a national General Service post, and reclassification of 1 P-5 post)

National staff: net decrease of 15 posts (redeployment of 17 national General Service posts, reassignment of 2 national General Service posts, conversion of 1 Field Service post to a national General Service post, and abolishment of 1 National Professional Officer post)

United Nations Volunteers: net decrease of 5 positions (redeployment of 4 and reassignment of 1 positions)

Office of the Chief of Service Delivery

International staff: increase of 1 post (redeployment of 1 P-3 post from the Engineering Section)

National staff: increase of 2 posts (redeployment of 2 National Professional Officer posts from the Engineering Section)

90. The Office of the Chief of Service Delivery (formerly the Office of the Chief of Integrated Support Services) is responsible for the coordination of all services provided to the various components of the Mission with respect to logistical and administrative support, such as sustaining military units, installing equipment, rehabilitation and provision of transportation and other logistics support, and

medical and human resources management services. With a view to an enhanced, centralized and effective coordinated approach to all environmental issues in the Mission, since environmental issues are cross-cutting in nature, it is proposed to redeploy the Environment Unit, consisting of one post of Environmental Officer at the P-3 level, and two National Professional Officer posts, one of Associate Environmental Officer and one of Assistant Environmental Officer, from the Engineering Section to the Office of the Chief of Service Delivery. This action will be critical to the implementation by the Mission of the global field support strategy model with respect to the ongoing consolidation of warehouses, the closure of camps and the environmental clean-up of UNMIL sites.

Medical Service

International staff: decrease of 1 post (conversion of 1 Field Service post to national General Service post)

National staff: increase of 2 posts (reassignment of 1 national General Service post from the Finance and Budget Section and conversion of 1 Field Service post to a national General Service post)

United Nations Volunteers: increase of 1 position (reassignment of 1 position from the Engineering Section)

91. The Medical Services Section, with its currently authorized staffing establishment of 36 posts and positions (1 P-5, 1 P-4, 1 P-3, 1 Field Service, 2 National Professional Officers, 17 national General Service posts and 13 United Nations Volunteer positions) supports basic health services within the Mission with respect to vaccinations, laboratory tests, X-ray and dental services, consultations, first aid training, emergency services and pharmacy services through the management of 2 level-I clinics in Monrovia and 7 health posts across the Mission and oversees the management of three contingent-owned level-II and one level-III hospitals as well as medical evacuation to level-IV hospitals outside the country. With the planned repatriation of one level-III contingent-owned hospital by May 2014, as well as the possible relocation of one of the contingent-owned level-II hospital, the workload of UNMIL clinics will increase as the vacuum left by the withdrawal of the military enablers will have to be filled by civilian resources. Currently, the regional clinics are staffed by one person, which is not sustainable with respect to normal absences and emergencies. In order to mitigate the effects of the repatriation of the level-II and level-III hospitals, and the relocation of the level-II hospital, it is proposed that the Medical Services Section be strengthened with a national General Service post for a Nurse for its regional clinic at Harper, to be accommodated through the reassignment of one national General Service post from the Finance Section. In order to provide better service delivery to personnel at the Mission's regional clinic at Voinjama, it is proposed to strengthen the clinic with a United Nations Volunteer position for a Doctor, to be accommodated through the reassignment of one United Nations Volunteer position from the Engineering Section. On the basis of a review of the functions of the Section, it is also proposed to convert one Field Service post of Head Nurse to a national General Service post.

Engineering Section

International staff: decrease of 5 posts (redeployment of 1 P-3 post to the Office of the Chief of Service Delivery and abolishment of 4 P-3 posts)

National staff: decrease of 4 posts (reassignment of 2 national General Service posts to the Aviation Section and redeployment of 2 National Professional Officer posts to the Office of the Chief of Service Delivery)

United Nations Volunteers: net increase of 1 position (redeployment of 1 position from the Supply Section and Central Warehouse and redeployment of 1 position to the Medical Service)

92. The Engineering Section, with its currently authorized staffing establishment of 212 posts and positions (1 P-5, 1 P-4, 10 P-3, 12 Field Service posts, 2 National Professional Officer posts, 154 national General Service posts and 32 United Nations Volunteer positions), provides efficient and effective delivery of all engineering tasks with respect to the maintenance, repair and alteration of facilities and camps, generators, electrical systems, ablution units, water supply and water treatment plants, as well as the maintenance of roads for Mission operations and the cleaning of facilities. In the context of the drawdown of the military component of the Mission, and on the basis of a review of the workload of the Section, it is proposed to reassign two national General Service posts to the Aviation Section and abolish four posts at the P-3 level of one Civil Engineer and three Engineers. In order to enhance the ability of the Engineering Section to exercise effective control of high value engineering assets, it is proposed to strengthen the Section with two United Nations Volunteer positions for Material and Asset Assistants, to be accommodated through the reassignment of two United Nations Volunteer positions from the Supply Section and Central Warehouse. Since environmental mitigation is an overarching function of the Mission, it has been determined by the Mission that it would be more effective to align the Environmental Unit with the Office of the Chief of Service Delivery rather than the Engineering Section. In this connection, it is proposed to redeploy the Environmental Unit, consisting of one post at the P-3 level and two National Professional Officer posts.

Aviation Section

International staff: decrease of 2 posts (abolishment of 2 Field Service posts)

National staff: increase of 3 posts (reassignment of 3 national General Service posts)

93. It is the responsibility of the Aviation Section to provide timely, uninterrupted air transportation service that is safe and reliable through strict adherence to the standards and recommended practices stipulated in the annexes to the Convention on International Civil Aviation, the military regulations of troop-contributing governments, standards for peacekeeping and humanitarian operations and established United Nations aviation policies, procedures and practices. In addition, the Aviation Section carries out operations to maintain rapid deployment of the security reserve force capability, increase air patrols along the border with Guinea, Côte d'Ivoire and Sierra Leone, and provide maximum flexibility with multipurpose passenger and cargo aircraft as well as for liaison and medical evacuation. The drawdown of the military component of the Mission has resulted in the unavailability of troops to provide security at runways and airfields at Greenville, Zwedru and Harper during take-off and landing of aircraft. Currently, each of the

three airfields is staffed with only one Airfield Manager (United Nations Volunteer), who supervises all aviation activities, including airfield management, planning, communicating with the aircraft, inspecting the airfield and reporting on the weather. In this connection, it is proposed that the Aviation Section be strengthened with three national General Service posts of Ramp Assistant, one at each of the three airfields, to be accommodated through the reassignment of one national General Service post from the Finance and Budget Section and two national General Service posts from the Engineering Section. The incumbents of the Ramp Assistant posts will add to the safety of air operations and assist in coordinating with other agencies to keep the runways in good condition and prevent encroachment and runway incursion during the take-off and landing of aircraft. In addition, based on an assessment of the Section's existing capabilities and the reduction in flight operations owing to the drawdown of the military component of the Mission, it is proposed that two Field Service posts, one of Air Operations Duty Officer and one of Fire Marshall, be abolished.

Communications and Information Technology Section

International staff: net decrease of 5 posts (redeployment of 2 Field Service posts from the Mission Support Operations Centre, redeployment of 2 Field Service posts to the Supply Section and Central Warehouse, and abolishment of 5 Field Service posts)

National staff: net decrease of 13 posts (redeployment of 15 posts to the Supply Section and Central Warehouse and redeployment of 2 national General Service posts from Mission Support Operations Centre)

United Nations Volunteers: net decrease of 4 positions (reassignment of 3 positions to the Movement Control Section, redeployment of 2 positions to the Supply Section and Central Warehouse and redeployment of 1 position from the Human Resources Section)

94. The Communications and Information Technology Section, with its currently authorized staffing establishment of 127 posts and positions (1 P-5, 2 P-4, 1 P-3, 1 P-2, 25 Field Service posts, 1 National Professional Officer post, 64 national General Service posts and 32 United Nations Volunteer positions), provides voice and data services to all components of the Mission, including official electronic mail, VHF and HF radio communications, telephone and official software applications and Internet connectivity. In addition, the Section maintains the Mission's telecommunications infrastructure, including data centres, telephone exchanges, microwave and satellite stations, VHF repeaters, switches and routers as well as computers, printers, radios and telephones. Based on the assessment of the Mission with respect to the streamlining of duties within the Communications and Information Technology Section and within the context of reorganization of Mission Support in line with the global field support strategy model, it is proposed to redeploy two Field Service posts, 15 national General Service posts and two United Nations Volunteer positions to the Supply Section and Central Warehouse and to reassign three United Nations Volunteer positions to the Movement Control Section. At the same time, it is proposed to redeploy one United Nations Volunteer position from the Human Resources Management Section. In addition, it is proposed to abolish five Field Service posts, one of Telecommunications Officer, two of Information Technology Assistant, one of Telecommunications Technician, and one of Administrative Assistant. In the context of the global realignment of work processes, it is proposed to redeploy the Geographic Information System Unit from

the Mission Support Operations Centre to the Communications and Information Technology Section. Accordingly, it is proposed to redeploy two Field Service and two national General Service posts of Geographic Information Assistant.

Transport Section

International staff: decrease of 3 posts (redeployment of 1 Field Service post and abolishment of 2 Field Service posts, and reclassification of 1 P-5 to a P-4 post)

National staff: decrease of 5 posts (redeployment of 4 national General Service posts and abolishment of 1 National Professional Officer post)

United Nations Volunteers: decrease of 2 positions (redeployment)

95. The Transport Section, with its currently authorized staffing establishment of 185 posts and positions (1 P-5, 16 Field Service, 1 National Professional Officer post, 144 national General Service posts, and 23 United Nations Volunteer positions), provides surface transport service with respect to efficient, reliable and safe vehicle usage. The Section comprises several units, including Reception, Workshops in Monrovia and the eight sectors, Transport Stores, Dispatch, Driver Assessment and Testing Unit, Accident Unit and CarLog Unit. Based on the assessment of the Mission in the context of its overall downsizing and within the context of the reorganization of Mission Support in line with the global field support strategy model, which is expected to result in the reduction of the workload of various units within the Section, it is proposed to redeploy one Field Service post, four national General Service posts and two United Nations Volunteer positions to the Supply Section and Central Warehouse. In addition, it is also proposed to abolish two Field Service posts, one of Sector Coordinator and one of Budget Assistant, as well as one National Professional Officer post of Transport Officer. In the context of the overall downsizing of the Mission, the reduction of the vehicle fleet and the transfer of certain acquisition planning and asset management functions to the Central Warehouse, it is proposed to reclassify the post of Chief Transport Officer from the P-5 to the P-4 level.

Human Resources Management Section

International staff: decrease of 2 posts (abolishment of 2 Field Service posts)

United Nations Volunteers: decrease of 1 position (redeployment)

96. The Human Resources Management Section, with its currently authorized staffing establishment of 59 posts and positions (1 P-5, 3 P-4, 3 P-3, 11 Field Service, 3 National Professional Officer posts, and 25 national General Service posts, as well as 13 United Nations Volunteer positions), provides human resources support to international and national civilian personnel, including consultants and individual contractors. Under the guidance and support of the Director of Mission Support and the Chief of Service Delivery, the Section is responsible for the oversight and administration of human resources matters relating to recruitment, staff entitlements, training and travel and counselling services. The Human Resources Management Section also provides integrated and strategic human resources management to the Mission in the areas of manpower planning as well as posts and staffing table management, recruitment and selection of staff, administration of staff entitlement and benefits, time and attendance administration, performance management and career development and counselling services and

training. In the context of the anticipated reduction in the workload of the Section owing to the overall downsizing of the Mission as well as the impact of the roll-out and full implementation of Inspira in the field and the deployment of Umoja, which entails significant changes in human resources functions, it is proposed to redeploy one United Nations Volunteer position to the Communications and Information Technology Section. In addition, it is proposed to abolish two Field Service posts, one of Human Resources Assistant and one of Travel Assistant.

Conduct and Discipline Team

International staff: no net change (reclassification of 1 D-1 post to a P-5 post)

97. The Conduct and Discipline Team, with its current authorized staffing establishment of seven posts (1 D-1, 2 P-4, 1 P-2, 1 Field Service, 1 National Professional Officer post and 1 national General Service post), provides guidance and advice to Mission leadership on conduct-related issues with respect to all categories of personnel, and assists in ensuring the prevention and identification of misconduct, as well as monitors compliance with and enforcement of the United Nations standards of conduct by all categories of personnel using the three-pronged strategy of prevention, enforcement and remedial action. Within the context of the drawdown of the military component of the Mission, it has been determined that the post of Head of the Conduct and Discipline Team at the D-1 level is no longer required. Consequently, it is proposed that the post of Head of the Conduct and Discipline Team be reclassified from the D-1 to P-5 level.

Security Section

International staff: decrease of 8 posts (reassignment of 1 P-3 post and abolishment of 3 P-2 and 4 Field Service posts)

National staff: decrease of 10 posts (abolishment of 10 national General Service posts)

98. In the context of improvements in the management of the Security Section, (comprising 243 posts (1 P-4, 4 P-3, 7 P-2, 65 Field Service and 166 national General Service posts)), including more effective and efficient procedures and working methods, clearer prioritization of tasks, greater alignment of staff skills with post functions, strengthened oversight and control frameworks, as well as ongoing training of security personnel, combined with cases where posts have been vacant for extended periods, it is proposed to abolish three posts of Security Officer at the P-2 level, four Field Service posts of Security Assistant, eight national General Service posts of Security Assistant and two national General Service posts of Fire Safety Assistant. It is also proposed that one post at the P-3 level be reassigned to the Consolidation of Democratic Governance Section.

II. Financial resources

A. Overall

(Thousands of United States dollars, budget year is 1 July to 30 June)

Category	Expenditures[a] (2012/13)	Apportionment[a] (2013/14)	Cost estimates (2014/15)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Military and police personnel					
Military observers	6 829.4	7 050.0	7 219.0	169.0	2.4
Military contingents	203 030.0	164 032.0	140 040.8	(23 991.2)	(14.6)
United Nations police	25 220.6	24 970.5	26 761.3	1 790.8	7.2
Formed police units	25 738.7	36 278.6	38 487.4	2 208.8	6.1
Subtotal	**260 818.7**	**232 331.1**	**212 508.5**	**(19 822.6)**	**(8.5)**
Civilian personnel					
International staff	94 531.1	92 822.8	88 153.6	(4 669.2)	(5.0)
National staff	19 755.1	17 009.1	17 673.5	664.4	3.9
United Nations Volunteers	11 694.5	11 744.6	12 445.9	701.3	6.0
General temporary assistance	447.5	9.0	9.0	–	–
Government-provided personnel	1 498.2	1 540.7	1 616.8	76.1	4.9
Subtotal	**127 926.4**	**123 126.2**	**119 898.8**	**(3 227.4)**	**(2.6)**
Operational costs					
Civilian electoral observers	–	–	–	–	–
Consultants	661.3	673.3	487.3	(186.0)	(27.6)
Official travel	2 073.6	1 974.3	2 170.0	195.7	9.9
Facilities and infrastructure	33 241.8	34 390.1	33 349.4	(1 040.7)	(3.0)
Ground transportation	9 937.0	13 992.2	14 554.9	562.7	4.0
Air transportation	44 642.9	48 538.9	29 416.2	(19 122.7)	(39.4)
Naval transportation	2 988.7	3 143.0	3 140.3	(2.7)	(0.1)
Communications	4 336.1	5 917.2	6 436.7	519.5	8.8
Information technology	4 778.1	4 785.8	5 914.6	1 128.8	23.6
Medical	916.7	1 058.1	1 168.1	110.0	10.4
Special equipment	–	–	–	–	–
Other supplies, services and equipment	3 078.9	5 346.8	3 438.4	(1 908.4)	(35.7)
Quick-impact projects	1 000.0	1 000.0	1 000.00	–	–
Subtotal	**107 655.1**	**120 819.7**	**101 075.9**	**(19 743.8)**	**(16.3)**
Gross requirements	**496 400.2**	**476 277.0**	**433 483.2**	**(42 793.8)**	**(9.0)**
Staff assessment income	10 441.7	9 500.4	8 997.6	(502.8)	(5.3)
Net requirements	**485 958.5**	**466 776.6**	**424 485.6**	**(42 291.0)**	**(9.1)**
Voluntary contributions in kind (budgeted)[b]	52.8	52.8	52.8	–	–
Total requirements	**496 453.0**	**476 329.8**	**433 536.0**	**(42 793.8)**	**(9.0)**

[a] Reflects the realignment of resources for Government-provided personnel from the operational costs category to the civilian personnel category of expenditure, and the realignment of resources for the self-sustainment of uniformed personnel from the operational costs category to the military and police personnel category of expenditure.

[b] Cost estimates for 2014/15 are inclusive of $52,800 from the Government of Germany.

B. Non-budgeted contributions

99. The estimated value of non-budgeted contributions for the period from 1 July 2014 to 30 June 2015 is as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Status-of-forces agreement[a]	3 720.1
Voluntary contributions in kind (non-budgeted)	–
Total	**3 720.1**

[a] Inclusive of the estimated rental value of Government-provided facilities and exemption from aviation fees and taxes.

C. Efficiency gains

100. The cost estimates for the period from 1 July 2014 to 30 June 2015 take into account the following efficiency initiatives:

(Thousands of United States dollars)

Category	*Amount*	*Initiative*
Air transportation	11 184.5	Reduction in the number of aircraft and the consequent lowering of the cost of operations owing to the reconfiguration of the aircraft fleet and the realignment of flight hours
Facilities and infrastructure	86.8	Reduction of leased copiers through the consolidation of offices and enhanced sharing and control
Total	**11 271.3**	

D. Vacancy factors

101. The cost estimates for the period from 1 July 2014 to 30 June 2015 take into account the following vacancy factors:

(Percentage)

Category	*Actual 2012/13*	*Budgeted 2013/14*	*Projected 2014/15*
Military and police personnel			
Military observers	4.5	3.0	3.0
Military contingents	2.9	2.0	2.0
United Nations police	5.8	7.0	5.0
Formed police units	(5.8)	5.0	2.0

Category	*Actual 2012/13*	*Budgeted 2013/14*	*Projected 2014/15*
Civilian personnel			
International staff	11.3	9.5	9.0
National staff			
National Professional Officers	25.7	23.0	25.0
National General Service	6.6	5.4	5.4
United Nations Volunteers	7.6	7.0	7.0
Temporary positions[a]			
International staff	–	–	–
National staff	–	–	–
Government-provided personnel	6.3	12.0	5.0

[a] Funded under general temporary assistance.

102. The application of vacancy rates is based on actual personnel deployment for the 2012/13 financial period and the first half of the 2013/14 period, as well as the expenditure pattern of the Mission and projected changes in the Mission's strength.

E. Contingent-owned equipment: major equipment and self-sustainment

103. Requirements for the period from 1 July 2014 to 30 June 2015 are based on standard reimbursement rates for major equipment (wet-lease) and self-sustainment in the total amount of $52,795,300 as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Major equipment	
Military contingents	22 659.6
Formed police units	6 611.9
Subtotal	**29 271.5**
Self-sustainment	
Military contingents	18 950.7
Formed police units	4 573.1
Subtotal	**23 523.8**
Total	**52 795.3**

Mission factors	*Percentage*	*Effective date*	*Last review date*
A. Applicable to Mission area			
Extreme environmental condition factor	1.80	1 November 2008	September/October 2008
Intensified operational condition factor	1.30	1 November 2008	September/October 2008
Hostile action/forced abandonment factor	0.60	1 November 2008	September/October 2008
B. Applicable to home country			
Incremental transportation factor	0.0-5.0		

F. Training

104. The estimated resource requirements for training for the period from 1 July 2014 to 30 June 2015 are as follows:

(Th usands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	325.0
Official travel	
Official travel, training	396.0
Other supplies, services and equipment	
Training fees, supplies and services	239.9
Total	**960.9**

105. The number of participants planned for the period from 1 July 2014 to 30 June 2015, compared with previous periods, is as follows:

(Number of participants)

	International staff			*National staff*			*Military and police personnel*		
	Actual 2012/13	*Planned 2013/14*	*Proposed 2014/15*	*Actual 2012/13*	*Planned 2013/14*	*Proposed 2014/15*	*Actual 2012/13*	*Planned 2013/14*	*Proposed 2014/15*
Internal	515	894	754	705	678	554	1 072	65	2 772
External[a]	71	45	65	11	12	29	5	8	4
Total	**586**	**939**	**819**	**716**	**690**	**583**	**1 077**	**73**	**2 776**

[a] Includes the United Nations Logistics Base at Brindisi, Italy, and outside the Mission area.

106. The Mission's training programme for the 2014/15 budget period is geared towards enhancing the leadership, administrative and organizational skills of Mission personnel through 134 training courses, with a total of 4,171 participants. The programme is aimed at strengthening the substantive and technical capacity of the Mission staff in such fields as administration, communications, ground transportation, governance, human rights, humanitarian issues, peace process, human resources management, information technology, and supply and property management.

G. Quick-impact projects

107. The estimated resource requirements for quick-impact projects for the period from 1 July 2014 to 30 June 2015, compared with previous periods, are as follows:

(Thousands of United States dollars)

Period	*Amount*	*Number of projects*
1 July 2011 to 30 June 2012 (actual)	1 000.0	42
1 July 2012 to 30 June 2013 (approved)	1 000.0	40
1 July 2014 to 30 June 2015 (proposed)		
Rehabilitation/reconstruction of police stations	150.0	5
Rehabilitation/reconstruction of immigration offices and border posts	152.0	5
Rehabilitation/reconstruction of magistrates courts	160.0	5
Projects aimed at building the capacity of vulnerable population to promote social cohesion	538.0	25
Total	**1 000.0**	**40**

108. The quick-impact projects to be undertaken include the rehabilitation and construction of magisterial courts, police stations, immigration and customs border posts as well as community projects aimed at capacity-building with respect to vulnerable populations in order to promote social cohesion. The Mission's quick-impact projects are geared towards the strengthening of the rule of law infrastructure in rural areas, in line with the overall mandate of the Mission.

III. Analysis of variances[1]

109. The standard terminology applied with respect to the analysis of resources variances in this section are defined in annex I.B of the present report. The terminology used remains the same as in previous reports.

	Variance	
Military observers	$169.0	2.4%

- **Cost parameters: increased cost of rotation travel**

110. The main factor contributing to the variance under this heading is the increased cost of rotation travel of $5,330 per round trip based on actual expenditure in the 2012/13 period compared with $3,940 budgeted for the 2013/14 financial period.

[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or $100,000.

	Variance	
Military contingents	($23 991.2)	(14.6%)

- **Mandate: drawdown of the military strength of the Mission**

111. The main factor contributing to the variance under this heading is the drawdown of the military strength of the Mission from 5,783 contingent personnel for 2013/14 financial period to 4,765 personnel for the 2014/15 period, combined with the absence of provisions for supplemental payments to troop-contributing governments. The decrease is partly offset by higher costs of rotation and repatriation travel owing to the use of chartered aircraft rather than United Nations air assets.

	Variance	
United Nations police	$1 790.8	7.2%

- **Cost parameters: increased cost of rotation travel**

112. The main factor contributing to the variance under this heading is the increased cost of rotation travel of $6,180 per round trip compared with $4,008 budgeted for the 2013/14 financial period, combined with the application of a 5 per cent vacancy rate in the computation of police costs compared with 7 per cent applied with respect to the 2013/14 period.

	Variance	
Formed police units	$2 208.8	6.1%

- **Management: change in the composition of aviation fleet and lower vacancy rate**

113. The main factor contributing to the variance under this heading is increased costs of rotation travel, combined with the utilization of commercial charter flights rather than United Nations air assets in the rotation of two contingents and the application of a lower vacancy rate of 2 per cent in the computation of formed police personnel costs compared with 5 per cent applied with respect to the 2013/14 period, partly offset by the absence of provisions for supplemental payments to formed police-contributing governments and no provision being made for the cost of freight.

	Variance	
International staff	($4 669.2)	(5.0%)

- **Management: reduced inputs and outputs**

114. The main factor contributing to the variance under this heading is the reduction in international staff by 43 personnel in the context of the overall drawdown of the military strength of the Mission.

	Variance	
National staff	$664.4	3.9%

- **Management: adjustments to the midpoint of the local salary scale and a revised higher salary scale for National Professional Officers effective 1 January 2013**

115. The main factor contributing to the variance under this heading is adjustments in the application of the midpoint of the local salary scale used in the computation of national staff costs (NO-B step VI and G-4 step VI for the 2014/15 financial period compared with NO-B step VII and G-4 step V for the 2013/14 period with respect to National Professional Officers and national General Service staff, respectively).

	Variance	
United Nations Volunteers	$701.3	6.0%

- **Cost parameters: increased costs for home visit and rest and recuperation travel**

116. The main factor contributing to the variance under this heading is the increased cost of home visit travel owing to an increase in the number of Volunteers who are entitled to such visits, increased costs for medical and life insurance premiums as well as the provision made for rest and recuperation entitlement through the use of commercial aircraft in the light of the proposed decommissioning of the Mission's fixed-wing passenger aircraft.

	Variance	
Consultants	($186.0)	(27.6%)

- **Management: reduced inputs and outputs**

117. The main factor contributing to the variance under this heading is the reduction in the number of consultants and duration of engagement of non-training consultancy services based on the historical expenditure pattern.

	Variance	
Official travel	$195.7	9.9%

- **Management: increased efforts at national capacity-building**

118. The main factor contributing to the variance under this heading is increased within-Mission travel owing to the need for security personnel to be more mobile to cover the same geographical area with fewer personnel, combined with increased efforts at national capacity-building including the mentoring of Liberia National Police across the country.

	Variance	
Facilities and infrastructure	($1 040.7)	(3.0%)

• **Management: reduced inputs and outputs**

119. The main factor contributing to the variance under this heading is reduction in requirements with respect to: petrol, oil and lubricants owing to lower consumption of generator fuel in the light of the lower number of Mission premises, combined with a 2 per cent reduction in the price per litre for diesel fuel; electrical equipment, owing to the realignment of requirements for electrical cables under the maintenance supplies budget line item; construction services, as a result of a decrease in construction activities owing to the lower number of camps and premises; rental of premises, owing to the lower number of such premises; maintenance services, owing to the reduced number of shallow wells to be maintained as well as the carrying out of some maintenance activities in-house using individual contractors rather than outsourcing, considering the limitation of local market; miscellaneous facilities and infrastructure, owing to the non-acquisition of some miscellaneous items such as shredders; field defence supplies, owing to the closure and consolidation of some locations throughout the Mission; and stationery and office supplies, owing to the overall downsizing of the Mission personnel.

120. The overall reductions in requirements were offset in part by: increased requirements with respect to prefabricated facilities, owing to the replacement of aged assets that are slated to be written off; security services, owing to higher projected expenditure for residential security based on the historical expenditure pattern; generators, owing to the need to replace aged generators slated to be written off, combined with increased market price for generators; security and safety equipment, owing to the need to reduce security risks and improve the safety level related to fire hazards at the Mission headquarters building; and accommodation equipment, owing to the replacement of a number of aged air conditioners.

	Variance	
Ground transportation	$562.7	4.0%

• **Management: acquisition of replacement vehicles**

121. The main factor contributing to the variance under this heading is the replacement of vehicles offset in part by the reduction in provisions with respect to repairs and maintenance, spare parts and fuel owing to the reduction of the strength of United Nations-owned and contingent-owned fleets of vehicles.

	Variance	
Air transportation	($19 122.7)	(39.4%)

• **Management reduced inputs and outputs**

122. The main factor contributing to the variance under this heading is the reduction in the composition of the Mission's aircraft fleet with the decommissioning of one fixed-wing passenger aircraft as well as one commercial and two military-type helicopters, combined with the reduction of planned flight hours.

	Variance	
Communications	$519.5	8.8%

- **Management: increased inputs and outputs**

123. The main factor contributing to the variance under this heading is an allocation of indirect costs to support Umoja and other information technology systems in the field, with respect to the acquisition of communications equipment and commercial communications. A detailed explanation is contained in the report of the Secretary-General on the overview of the financing of United Nations peacekeeping operations for the period from 1 July 2014 to 30 June 2015 (A/68/731). The overall increase in requirements is offset in part by reduced requirements with respect to spare parts owing to the reduction in the level of the Mission's equipment inventory on which provisions for spare parts are based; and public information services owing to the non-provision of requirements for Internet services for audio and video streaming.

	Variance	
Information technology	$1 128.8	23.6%

- **Management: increased inputs and outputs**

124. The main factor contributing to the variance under this heading is an allocation of indirect costs to support Umoja and other information technology systems in the field, with respect to the acquisition of equipment and software packages as well as licences, fees and rental of software. A detailed explanation is contained in the report of the Secretary-General on the overview of the financing of United Nations peacekeeping operations for the period from 1 July 2014 to 30 June 2015 (A/68/731). The overall increase in requirements is offset in part by reduced requirements with respect to spare parts and supplies owing to the reduction in the level of the Mission's equipment inventory, on which provisions for spare parts and supplies is based.

	Variance	
Medical	$110.0	10.4%

- **Management: augment civilian medical capacity**

125. The main factor contributing to the variance under this heading is the purchase of medical equipment and supplies in connection with the upgrading of a health post to a level-I United Nations-owned medical clinic in order to mitigate the effects of the repatriation of a contingent-owned level-II hospital.

	Variance	
Other supplies, services and equipment	($1 908.4)	(35.7%)

- **Management: reduce inputs and outputs**

126. The main factor contributing to the variance under this heading is the one-time provision for the implementation of a mine-clearing training programme through the

United Nations Mine Action Service in the 2013/14 financial period, which is no longer required in the 2014/15 period.

IV. Actions to be taken by the General Assembly

127. **The actions to be taken by the General Assembly in connection with the financing of the Mission are:**

(a) **Appropriation of the amount of $433,483,200 for the maintenance of the Mission for the 12-month period from 1 July 2014 to 30 June 2015;**

(b) **Assessment of the amount of $108,370,800 for the maintenance of the Mission for the period from 1 July to 30 September 2014;**

(c) **Assessment of the amount of $325,112,400 for the period from 1 October 2014 to 30 June 2015 at a monthly rate of $36,123,600, should the Security Council decide to continue the mandate of the Mission.**

V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolution 67/277, and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly

A. General Assembly

(Resolution 67/277)

Decision request	*Action taken to implement decision request*
Recognizes the importance of capacity-building for national staff, and requests the Secretary-General to continue his efforts in this regard (para. 9)	UNMIL started a national staff capacity-building programme in the 2010/11 financial period, which will be continued into the 2014/15 period. The Mission discussed various options with external partners (including colleges and universities) who offer some of the courses leading to diploma certifications in some cases. Other courses are facilitated by trainers within the Integrated Mission Training Centre. In addition, national staff are given opportunities to take external training like all other staff so that they can obtain the necessary exposure as well as learn new skills or enhance existing skills. In 2012/13, 123 national staff were certified in various courses.
Stresses the importance of maintaining experienced staff during the drawdown period of the Mission and of expanding the skills of all staff, including national staff (para. 10)	UNMIL endeavours at all times to retain experienced, qualified staff in order to achieve its mandated activities. Any staff reduction during the drawdown is carefully reviewed and comparative analysis for all staff involved is conducted using both UNMIL managers and support from Headquarters and other missions to ensure that the most experienced personnel are retained.
Notes with appreciation the efforts of the Secretary-General to enhance inter-mission cooperation, and in this regard calls for the continued cooperation between the Mission and the United Nations Operation in Côte d'Ivoire (para. 11)	Inter-mission cooperation between UNMIL and UNOCI has been further strengthened. UNMIL established a dedicated Regional and Inter-Mission Cooperation Unit in the Office of the Special Representative of the Secretary-General in recognition of the strategic importance of inter-mission cooperation to the implementation of the mandate of UNMIL. Cooperation arrangements and coordinated activities in support of border stabilization included bimonthly joint border meetings, simultaneous aerial patrols and separate cross-border air patrols. UNMIL transferred four armoured personnel carriers to UNOCI. Three armed helicopters were subsequently transferred to UNOCI in July 2013, to be used in both countries, along and across the

Decision request	*Action taken to implement decision request*
	common border. The missions have continued to enhance liaison and information sharing, to enable joint analysis and rapid response. UNMIL Radio worked with UNOCI to broadcast French-language programmes on Ivorian reconciliation initiatives for the benefit of Ivorian refugees in Liberia's border counties. The respective United Nations country teams also deepened their cooperation. Funding was secured for the implementation of the cross-border food security and social cohesion programme, led by the Food and Agriculture Organization of the United Nations. Support is also being sought from the United Nations Trust Fund for Human Security for reconciliation processes on both sides of the border. The Governments of Liberia and Côte d'Ivoire have continued to strengthen their bilateral engagement, including through a quadripartite framework involving both Governments, UNMIL and UNOCI. A quadripartite meeting was held in Liberia on 5 April, while in June, planning began for coordinated security operations on both sides of the border, with UNMIL and UNOCI support. A follow-up meeting was held in September. On 26 June, representatives of the two Governments met to develop plans for a Joint Council of Chiefs and Elders meeting to take place in October 2013. A Tripartite Commission of the Office of the United Nations High Commissioner for Refugees and the two Governments held meetings in June 2013 with the aim of creating more favourable conditions for the return of Ivorian refugees to Côte d'Ivoire.
Encourages the Secretary-General to continue to take all steps necessary to provide the support required for the Liberia National Police to ensure that the capacity-building process is concluded in a proper and timely manner (para. 12)	UNMIL intensified its capacity-building efforts with the Liberia National Police. Continued technical support, advice and mentoring were provided to the National Police Training Academy, with an emphasis on in-service training and training for new recruits. The Academy conducted management and supervisory training, as well as specialized training on the protection of women and children, community policing management and criminal investigation. Through the daily co-location of UNMIL advisers, mentoring activities were conducted, inter alia, to: Liberia National Police senior leadership on management, planning and discipline; and the Crime Service Department on investigation and the preparation of case files for prosecution. UNMIL also extended its

Decision request	*Action taken to implement decision request*
	capacity-building activities on training and mentoring to the Liberia Transnational Crime Unit on border investigations. A nationwide capacity assessment of the implementation of the Liberia National Police strategic plan, completed in August 2013, will highlight areas for further capacity-building, which will be reflected in a new strategic development framework for the institution.
Reiterates its request to the Secretary-General to implement the "Delivering as one" initiative in accordance with the relevant mandates adopted by the General Assembly the Economic and Social Council and the executive boards of United Nations funds and programmes and the governing bodies of the specialized agencies (para. 13)	The United Nations Development Assistance Framework — "One Programme" — was launched in February 2013, together with an Action Plan, including costs. The One Programme sets out the United Nations collective response to national development priorities, including for peace consolidation, while the accompanying Action Plan operationalizes the framework and defines, in greater detail, management and coordination arrangements, financial modalities, and monitoring and evaluation processes. The Plan also serves as the main legal document for multi-year programming. A budgetary framework under the Action Plan includes a One Fund to address resource gaps in the One Programme. The One Programme has been developed in full collaboration with UNMIL and incorporates key focus areas related to the Mission's mandate and core benchmarks, such as security and peace consolidation. As such, it represents a shared vision of the contribution of the entire United Nations system to the country's development priorities. In addition, a number of common business practices have been adopted or are under development. These include a common telecommunications network using the Internet backbone and travel services of UNMIL.

B. Advisory Committee on Administrative and Budgetary Questions

(A/67/780/Add.12)

Request recommendation	*Action taken to implement request recommendation*
The Advisory Committee notes from paragraph 38 of the budget report that, in the light of the continuing transition and reconfiguration of UNMIL and the imperative for longer-term planning, the Mission may revisit the integrated strategic framework or a similar mechanism as a joint planning tool to coordinate with the United Nations country team to strengthen organizational	The United Nations Development Assistance Framework — One Programme, which includes components on peace, security, and rule of law, serves as the integrated strategic framework for the United Nations in Liberia. In addition, UNMIL and the United Nations country team support Liberia's engagement with the Peacebuilding Commission through the Justice and Security Joint Programme, and a similar framework for Reconciliation,

Request recommendation	*Action taken to implement request recommendation*
coherence and optimize impact, including through efficiencies. The Secretary-General indicates that such a holistic approach would serve as a cornerstone of the UNMIL transition process and that the integrated strategic framework would serve as a road map for the Mission's eventual exit strategy. The Committee emphasizes the importance of joint planning efforts and close coordination with the United Nations country team during the Mission's transition (para. 22)	which incorporate the priorities outlined in the Liberia Peacebuilding Programme. They also continue to support the Government in addressing sexual and gender-based violence through the United Nations/Government of Liberia Joint Programme on Sexual and Gender-based Violence. Furthermore, UNMIL has conducted a series of retreats with the country team on cross-cutting issues, such as national reconciliation, constitutional reform and the next phase of the UNMIL mandate implementation/ budget to ensure a shared strategic direction, and to guide and strengthen linkages in planning, budgeting and implementation. During the 2013/14 budget period, UNMIL and the United Nations country team will conduct an analysis of the comparative advantages of UNMIL and the country team in guiding future planning on civilian transition.
Upon enquiry, the Advisory Committee was informed that the Mission's high-cargo-capacity fixed-wing passenger aircraft (Boeing 757-200) had been released in October 2011 and initially replaced with another passenger aircraft with comparatively limited cargo capacity (Boeing 737-500). Given its limited cargo capacity, the latter aircraft could not be used for troop rotations and had thus been underutilized. Many rotations had had to be carried out using commercial providers. In April 2012, the Boeing 737-500 had been replaced by a larger variant Boeing 737-400 with greater cargo and passenger capacity. That aircraft had been successfully carrying out rotation flights in support of UNMIL and UNOCI to all African, Ukrainian and West Asian destinations, although the number of flights required to transport the same number of passengers had increased by 28 per cent in comparison to the number of flights required using the original Boeing 757-200. The Committee was further informed that the savings in rental costs for the fixed-wing aircraft for the 2011/12 period had amounted to $4.9 million. The temporary reliance on commercial providers to facilitate the rotation of troops, however, had led to additional expenditure of $3.7 million under the military and police personnel budget line. The Committee recommends that the General Assembly request the Secretary-General, in future performance reports, to present information about efficiencies resulting from reconfigurations of	During the 2012/13 financial year, UNMIL reduced its air assets by 1 commercial Mi-8 helicopter. Although the aircraft was released towards the end of the financial year (May 2013) the Mission achieved cost reduction of $245,672. No additional costs were incurred during the year. The Mission will report on any savings achieved for the 2013/14 financial period in the related budget performance report.

Request recommendation	*Action taken to implement request recommendation*
aircraft fleets in a comprehensive manner by indicating both the total savings realized and the total additional costs incurred (para. 53)	
Upon enquiry, the Advisory Committee was also informed that the long-term air charter agreement for each aircraft in the Mission was prepared in conjunction with the invitation to bid, which set out the tasks to be performed by the aircraft and specified the hours to be flown. A standard cost structure (price schedule) was applied to all long-term air charter agreements. The Procurement Division at United Nations Headquarters was ultimately responsible for evaluating invitations to bid and thus the price schedules for all contracts. When the high-cargo-capacity Boeing 757-200 was replaced by the lower-capacity Boeing 737-500, an initial assessment was conducted, during which the Mission was consulted. The replacement of the Boeing 757-200 would have resulted in an annual decrease in fixed costs from $14.3 to $4.5 million. The cost per flight hour decreased from $930 per hour to $510 per hour. Nevertheless, as the Mission had expressed concerns about the size of the cargo hold of the Boeing 737-500, as indicated in the preceding paragraph, that aircraft had been replaced in April 2012 with the larger capacity Boeing 737-400. Upon enquiry, the Committee was further informed that, while an emphasis on fixed annual flight hours might in some cases have the effect of reducing flexibility to address changing circumstances, the overall assessment and preparation of contracts aimed to produce the most cost-effective solution possible. The Committee stresses the need for the Secretary-General to give due consideration to the operational impact of changes to the structure of air transportation contracts (para. 54)	Owing to the limited cargo hold capacity of the B-737-500, 24 per cent of UNMIL troop rotation flights were conducted using this aircraft, while the remaining 76 per cent were completed using commercial aircraft, which were more expensive compared with the utilization by UNMIL of the B-737. Prior to the termination of the aircraft contract and/or to changes in Mission mandate, UNMIL evaluates the anticipated/existing Mission requirements and determines the type of aircraft that is suitable for the tasks. A generic aircraft scope of work is drafted and submitted to the Air Transport Section at Headquarters. UNMIL will continue to be proactive and involved in providing an accurate generic scope of work for aircraft to ensure that the proper airframe will be contracted on the bases of cost-effectiveness and reliability.

Annex I

Definitions

A. Terminology related to proposed changes in human resources

The following terminology has been applied with respect to proposed changes in human resources (see sect. I of the present report):

- **Post establishment**. A new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources.
- **Post reassignment**. An approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post.
- **Post redeployment**. An approved post is proposed to be redeployed to cover comparable or related functions in another office.
- **Post reclassification**. An approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially.
- **Post abolishment**. An approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission.
- **Post conversion**. Three possible options for post conversion are as follows:
  - Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a cont' .uing nature.
  - Conversion of individual contractors or individuals on procurement contracts to national staff posts: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution 59/296, individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts.
  - Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts.

B. Terminology related to variance analysis

Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

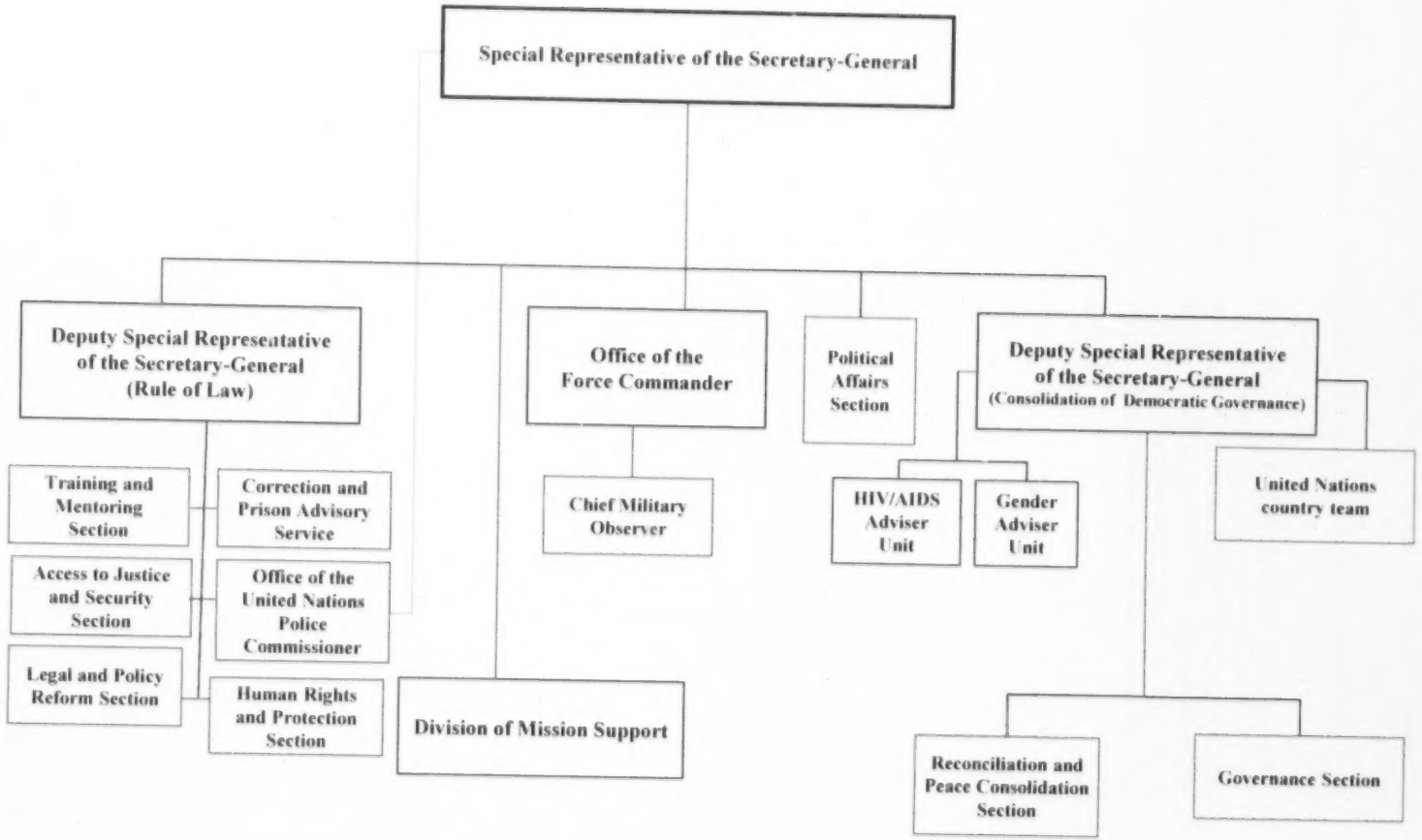
- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate

- **External**: variances caused by parties or situations external to the United Nations
- **Cost parameters**: variances caused by United Nations regulations, rules and policies
- **Management**: variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g., by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)

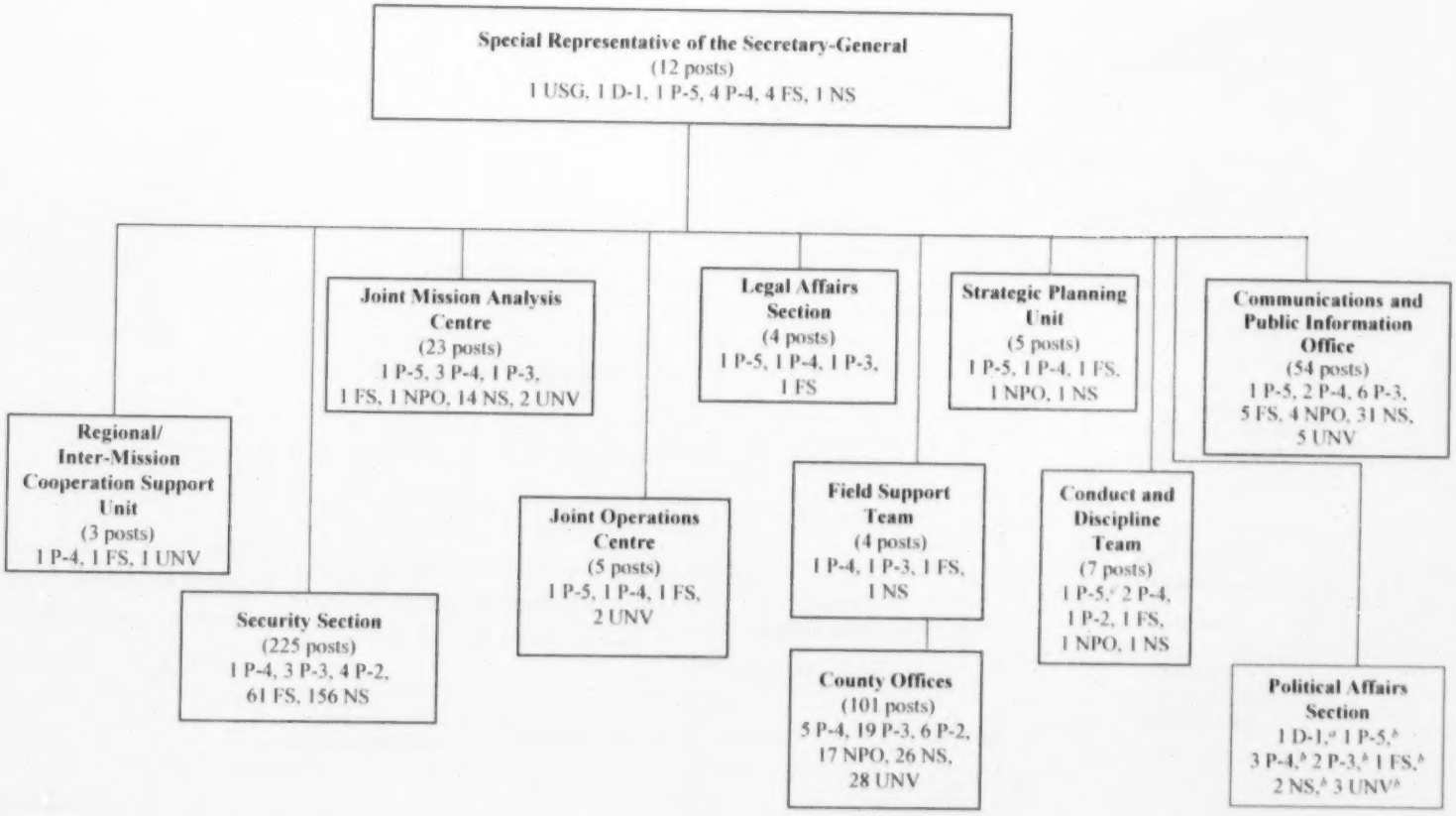
Annex II

Organization charts

A. United Nations Mission in Liberia


Special Representative of the Secretary-General
Deputy Special Representative of the Secretary-General (Rule of Law)
Office of the Force Commander
Political Affairs Section
Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance)
Training and Mentoring Section
Correction and Prison Advisory Service
Access to Justice and Security Section
Office of the United Nations Police Commissioner
Legal and Policy Reform Section
Human Rights and Protection Section
Division of Mission Support
Chief Military Observer
HIV/AIDS Adviser Unit
Gender Adviser Unit
United Nations country team
Reconciliation and Peace Consolidation Section
Governance Section

B. Office of the Special Representative of the Secretary-General


Special Representative of the Secretary-General
(12 posts)
1 USG, 1 D-1, 1 P-5, 4 P-4, 4 FS, 1 NS
Regional/ Inter-Mission Cooperation Support Unit
(3 posts)
1 P-4, 1 FS, 1 UNV
Joint Mission Analysis Centre
(23 posts)
1 P-5, 3 P-4, 1 P-3, 1 FS, 1 NPO, 14 NS, 2 UNV
Security Section
(225 posts)
1 P-4, 3 P-3, 4 P-2, 61 FS, 156 NS
Joint Operations Centre
(5 posts)
1 P-5, 1 P-4, 1 FS, 2 UNV
Legal Affairs Section
(4 posts)
1 P-5, 1 P-4, 1 P-3, 1 FS
Field Support Team
(4 posts)
1 P-4, 1 P-3, 1 FS, 1 NS
County Offices
(101 posts)
5 P-4, 19 P-3, 6 P-2, 17 NPO, 26 NS, 28 UNV
Strategic Planning Unit
(5 posts)
1 P-5, 1 P-4, 1 FS, 1 NPO, 1 NS
Conduct and Discipline Team
(7 posts)
1 P-5,[c] 2 P-4, 1 P-2, 1 FS, 1 NPO, 1 NS
Communications and Public Information Office
(54 posts)
1 P-5, 2 P-4, 6 P-3, 5 FS, 4 NPO, 31 NS, 5 UNV
Political Affairs Section
1 D-1,[a] 1 P-5,[b] 3 P-4,[b] 2 P-3,[b] 1 FS,[b] 2 NS,[b] 3 UNV[b]

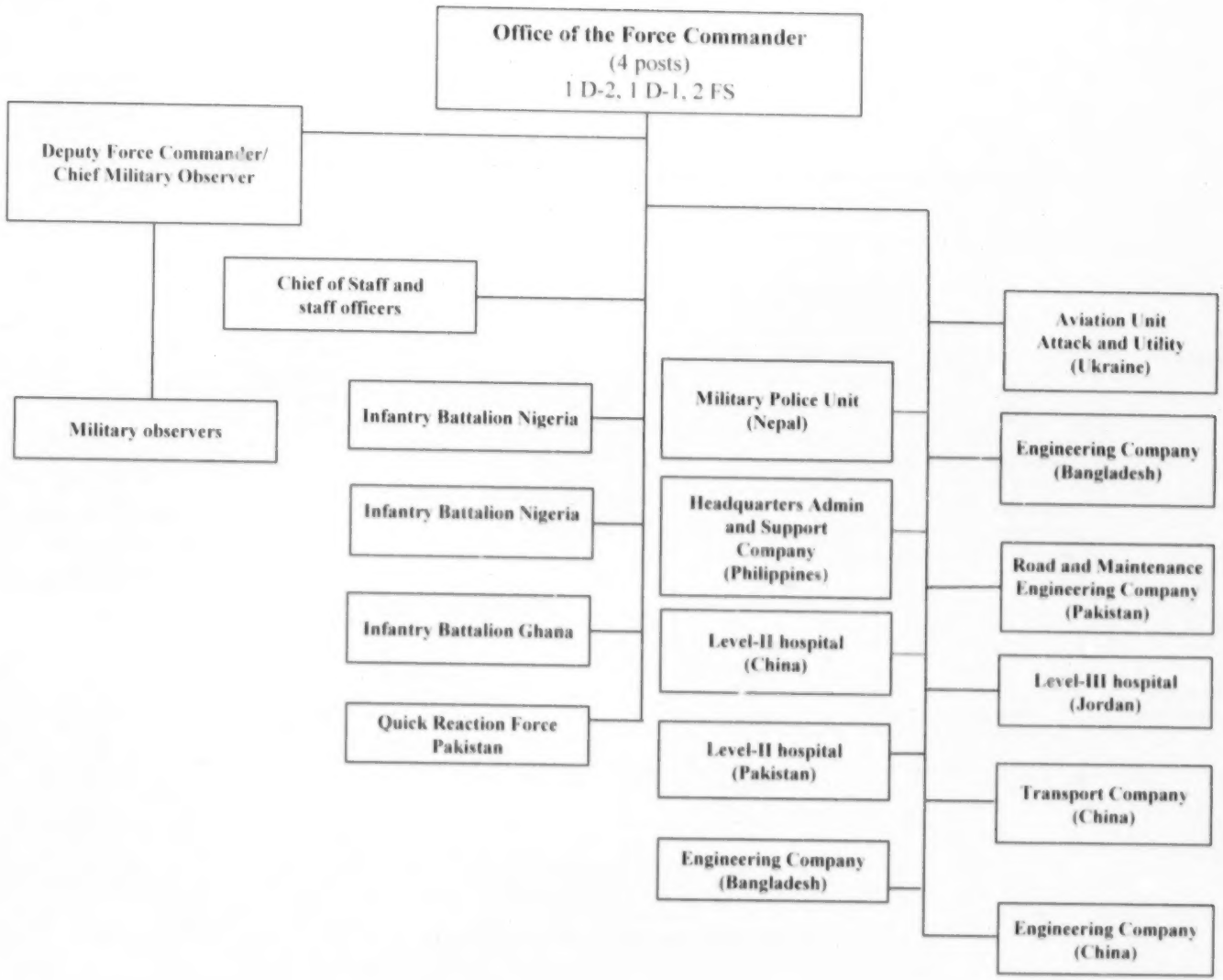
Abbreviations: USG, Under-Secretary-General; FS, Field Service; NPO, National Professional Officer; NS, national General Service; UNV, United Nations Volunteer.

[a] Reassigned.

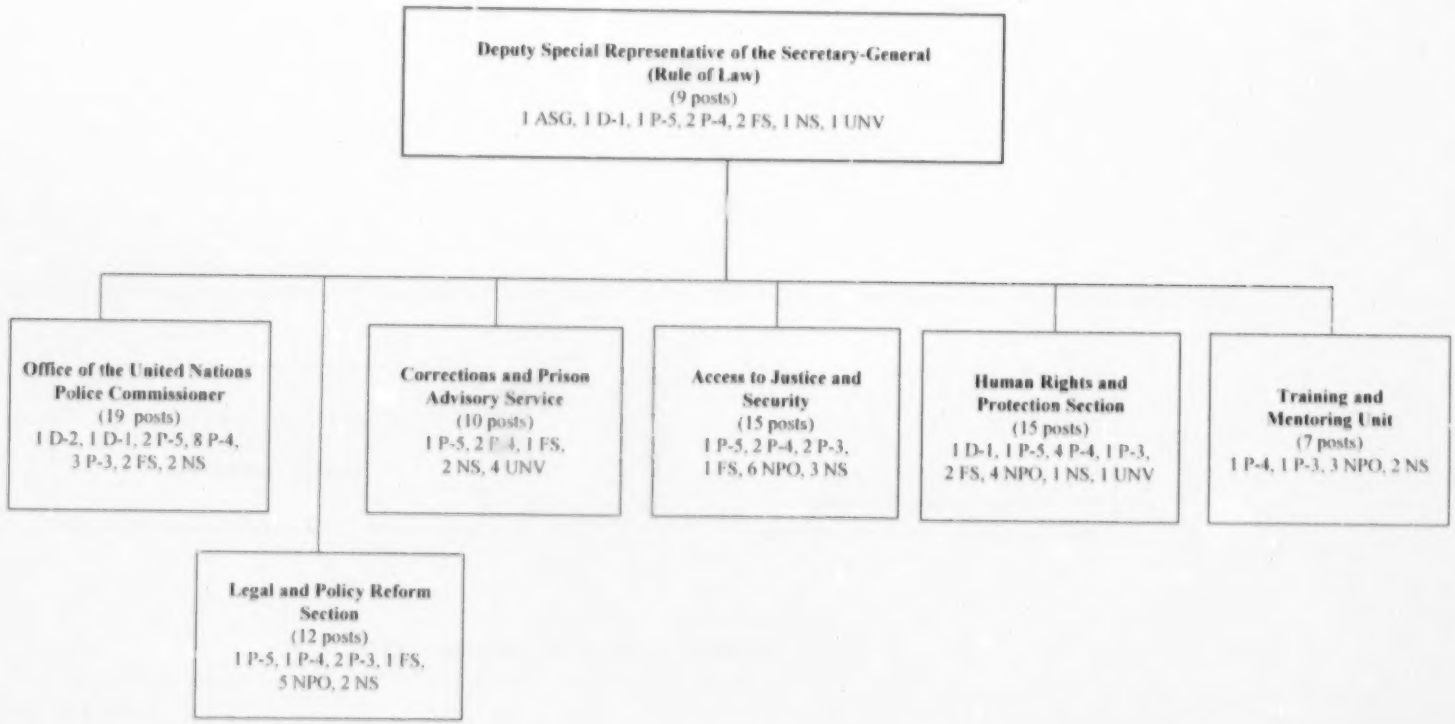
[b] Redeployed.

[c] Reclassified.

C. Military operations

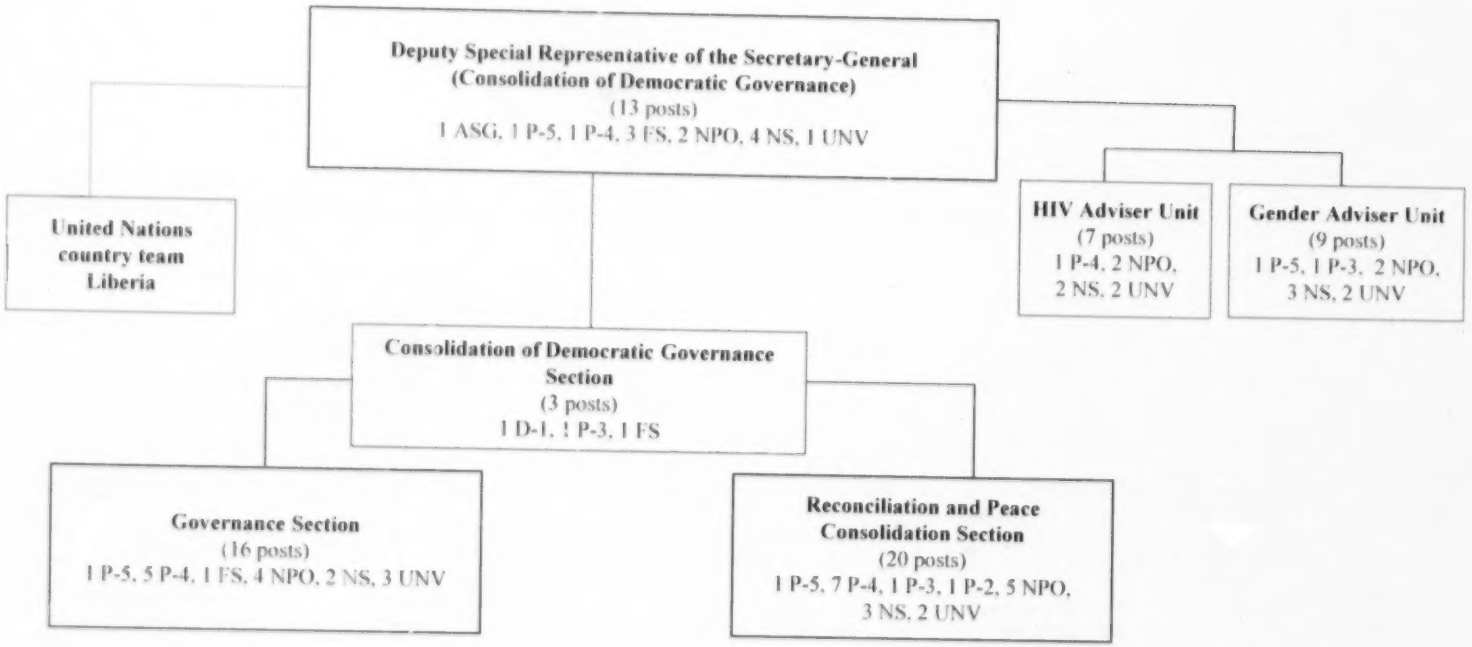


D. Office of the Deputy Special Representative of the Secretary-General (Rule of Law)


Deputy Special Representative of the Secretary-General (Rule of Law)
(9 posts)
1 ASG, 1 D-1, 1 P-5, 2 P-4, 2 FS, 1 NS, 1 UNV
Office of the United Nations Police Commissioner
(19 posts)
1 D-2, 1 D-1, 2 P-5, 8 P-4, 3 P-3, 2 FS, 2 NS
Corrections and Prison Advisory Service
(10 posts)
1 P-5, 2 P-4, 1 FS, 2 NS, 4 UNV
Access to Justice and Security
(15 posts)
1 P-5, 2 P-4, 2 P-3, 1 FS, 6 NPO, 3 NS
Human Rights and Protection Section
(15 posts)
1 D-1, 1 P-5, 4 P-4, 1 P-3, 2 FS, 4 NPO, 1 NS, 1 UNV
Training and Mentoring Unit
(7 posts)
1 P-4, 1 P-3, 3 NPO, 2 NS
Legal and Policy Reform Section
(12 posts)
1 P-5, 1 P-4, 2 P-3, 1 FS, 5 NPO, 2 NS

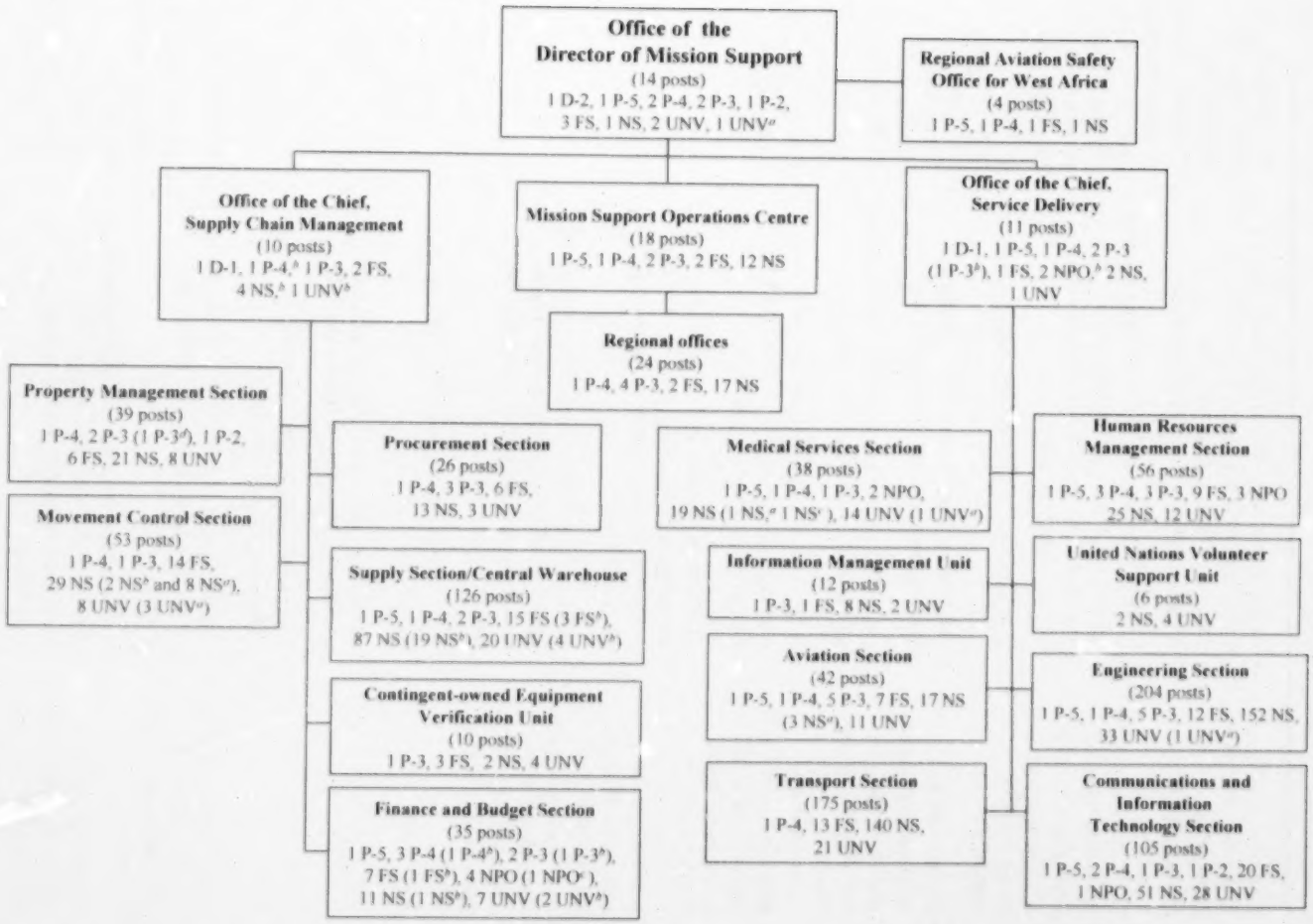
Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer; NS, national General Service; UNV, United Nations Volunteer.

E. Office of the Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance)


Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance)
(13 posts)
1 ASG, 1 P-5, 1 P-4, 3 FS, 2 NPO, 4 NS, 1 UNV
United Nations country team Liberia
HIV Adviser Unit
(7 posts)
1 P-4, 2 NPO, 2 NS, 2 UNV
Gender Adviser Unit
(9 posts)
1 P-5, 1 P-3, 2 NPO, 3 NS, 2 UNV
Consolidation of Democratic Governance Section
(3 posts)
1 D-1, 1 P-3, 1 FS
Governance Section
(16 posts)
1 P-5, 5 P-4, 1 FS, 4 NPO, 2 NS, 3 UNV
Reconciliation and Peace Consolidation Section
(20 posts)
1 P-5, 7 P-4, 1 P-3, 1 P-2, 5 NPO, 3 NS, 2 UNV

Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer; NS, national General Service; UNV, United Nations Volunteer.

F. Division of Mission Support


Office of the Director of Mission Support
(14 posts)
1 D-2, 1 P-5, 2 P-4, 2 P-3, 1 P-2, 3 FS, 1 NS, 2 UNV, 1 UNV[a]
Regional Aviation Safety Office for West Africa
(4 posts)
1 P-5, 1 P-4, 1 FS, 1 NS
Office of the Chief, Supply Chain Management
(10 posts)
1 D-1, 1 P-4,[b] 1 P-3, 2 FS, 4 NS,[b] 1 UNV[b]
Mission Support Operations Centre
(18 posts)
1 P-5, 1 P-4, 2 P-3, 2 FS, 12 NS
Office of the Chief, Service Delivery
(11 posts)
1 D-1, 1 P-5, 1 P-4, 2 P-3 (1 P-3[b]), 1 FS, 2 NPO,[b] 2 NS, 1 UNV
Regional offices
(24 posts)
1 P-4, 4 P-3, 2 FS, 17 NS
Property Management Section
(39 posts)
1 P-4, 2 P-3 (1 P-3[d]), 1 P-2, 6 FS, 21 NS, 8 UNV
Movement Control Section
(53 posts)
1 P-4, 1 P-3, 14 FS, 29 NS (2 NS[c] and 8 NS[a]), 8 UNV (3 UNV[a])
Procurement Section
(26 posts)
1 P-4, 3 P-3, 6 FS, 13 NS, 3 UNV
Supply Section/Central Warehouse
(126 posts)
1 P-5, 1 P-4, 2 P-3, 15 FS (3 FS[b]), 87 NS (19 NS[b]), 20 UNV (4 UNV[b])
Contingent-owned Equipment Verification Unit
(10 posts)
1 P-3, 3 FS, 2 NS, 4 UNV
Finance and Budget Section
(35 posts)
1 P-5, 3 P-4 (1 P-4[b]), 2 P-3 (1 P-3[b]), 7 FS (1 FS[b]), 4 NPO (1 NPO[c]), 11 NS (1 NS[b]), 7 UNV (2 UNV[b])
Medical Services Section
(38 posts)
1 P-5, 1 P-4, 1 P-3, 2 NPO, 19 NS (1 NS,[a] 1 NS[c]), 14 UNV (1 UNV[a])
Information Management Unit
(12 posts)
1 P-3, 1 FS, 8 NS, 2 UNV
Aviation Section
(42 posts)
1 P-5, 1 P-4, 5 P-3, 7 FS, 17 NS (3 NS[a]), 11 UNV
Transport Section
(175 posts)
1 P-4, 13 FS, 140 NS, 21 UNV
Human Resources Management Section
(56 posts)
1 P-5, 3 P-4, 3 P-3, 9 FS, 3 NPO, 25 NS, 12 UNV
United Nations Volunteer Support Unit
(6 posts)
2 NS, 4 UNV
Engineering Section
(204 posts)
1 P-5, 1 P-4, 5 P-3, 12 FS, 152 NS, 33 UNV (1 UNV[a])
Communications and Information Technology Section
(105 posts)
1 P-5, 2 P-4, 1 P-3, 1 P-2, 20 FS, 1 NPO, 51 NS, 28 UNV

Abbreviations: FS, Field Service; NPO, National Professional Officer; NS, national General Service; UNV, United Nations Volunteer.

[a] Reassigned.

[b] Redeployed.

[c] Converted.

[d] Reclassified.

Annex III

Information on funding provisions and activities of United Nations agencies, funds and programmes

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
To improve the quality of life of the Liberian people and promote sustainable and equitable socioeconomic development by ensuring a secure environment where peace and the rule of law are upheld ($10,885,581 — United Nations country team)	• Liberia has an improved, inclusive rule of law framework for effective administration of and equitable access to justice in compliance with international human rights standards • Liberia has an improved, coherent and inclusive mechanism for national reconciliation operationalized at the national, regional, county and local levels • Liberia has more efficient, effective, accountable and responsive security institutions at the national, regional, county and local levels	• Legal framework on harmonization of customary and statutory justice systems developed in compliance with international human rights standards • Liberia Independent National Commission on Human Rights strengthened to implement its mandate to improve the human rights situation • Enhanced protection of vulnerable groups in the justice system, including women, children, refugees, internally displaced persons and persons with disabilities • Improved public knowledge of legal rights and remedies for access to justice • Increased institutional and professional capacity of rule of law institutions to effectively administer justice • Transitional justice is enhanced, as captured in the Strategic Road Map for National Healing, Peacebuilding and Reconciliation • Women, youth and vulnerable groups are empowered to participate and assume leadership roles for peacebuilding and national reconciliation • Regional hubs in place with capacity to deliver services • Security sector oversight, accountability and management structures enhanced • Enhanced female empowerment in security sector institutions	• United Nations Development Programme (UNDP), United Nations Population Fund (UNFPA), United Nations Educational, Scientific and Cultural Organization (UNESCO), UN-Habitat, Ministry of Planning and Economic Affairs, Governance Commission, Land Commission
To transform the economy to meet the demands of Liberians by leveraging the foreign direct investment in	• Improved sustainable natural resource utilization and food security • Improved equal access to sustainable livelihoods	• Agricultural production and productivity of smallholder farmers increased and diversified • Value-added post-harvest food processing, facilities and market linkages for smallholder farmer organizations expanded	• World Bank • UNDP, World Food Programme (WFP), Food and Agriculture Organization of the United Nations

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
mining and plantations to develop the domestic private sector; provide employment for youthful population; invest in infrastructure for economic growth; address fiscal and monetary issues for macroeconomic stability; and improve agriculture to expand the economy for rural participation and food security ($25,633,995 — United Nations country team)	opportunities in an innovative and competitive private sector for rural and urban areas • Improved access to sustainable basic infrastructure • Improved evidence-based policies to maintain a stable and inclusive macroeconomic environment	• Productive safety nets with focus on smallholder youth and women farmers expanded in selected target areas • Utilization of natural resources (land, water and forest) improved • Capacities of public and community-level institutions to coordinate, deliver and monitor food security programmes increased • Strengthened capacities for promotion and implementation of labour and employment policies, legislation and partnerships • Mechanisms developed to streamline the regulatory framework for the private sector, including standardization of enforcement mechanisms by 2017 • Increased access to business development services and quality vocational training, focusing on employment creation, micro-, small- and medium-sized enterprises development targeting youth, women and persons with disabilities • Enhanced access to sustainable financial services, market linkages and value chain upgrading for micro- and small- and medium-sized enterprises, with a special focus on rural areas • National urban development strategy, plans and legal framework prepared and capacities strengthened for implementation by 2017 • Policy framework developed for increasing access to adequate and affordable housing and capacity of National Housing Authority strengthened for implementation by 2017 • Agricultural and marketing infrastructure expanded	(FAO), United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), UNFPA, United Nations Office for Project Services (UNOPS), Ministry of Finance, Ministry of Planning, Ministry of Agriculture, Ministry of Labour

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		• Enhanced capacities of national agencies for on-grid and off-grid provision of electricity, with a particular focus on providing alternative energy sources to rural communities by 2017	
		• Enhanced national and local capacities for macroeconomic modelling and policy research, development and advocacy with focus on data collection, analysis and utilization towards effective socioeconomic surveillance and monitoring development results, including the Millennium Development Goals, by 2017	
		• Strengthened national framework for regional and global economic cooperation and integration towards macroeconomic harmonization and convergence by 2017, with a focus on international trade	
		• Strengthened capacities for fiscal and monetary policy management, including in gender-responsive budgeting, with a focus on financial systems automation, soundness of fiscal policy, debt management and efficacy and transparency of spending	
To improve quality of life by investing in quality education; affordable and accessible quality health care, social protection for vulnerable citizens, and equitable access to environmentally friendly water and sanitation services ($39,067,615 — United Nations country team)	• The population has increased access to and utilization of equitable, affordable and quality health and nutrition services • Social welfare systems and services are improved and utilized, especially by the most vulnerable groups and individuals • Vulnerable households and groups benefit from appropriate social protection services and systems	• Strengthened national capacity to provide comprehensive maternal and newborn health services with emphasis on the most vulnerable and marginalized communities in compliance with national policies • Women and adolescents have increased awareness and knowledge related to maternal and newborn health-care information and services • Capacity of the Ministry of Health and Social Welfare strengthened to implement and monitor the essential package of health services at all levels, within a human rights framework • Enhanced technical capacity of health workers and community volunteers for increased coverage of case management of common childhood illness at the community level	• United Nations Children's Fund Partners: UN-Women, WFP, UN-Habitat, World Health Organization, UNFPA, UNDP, International Organization for Migration (IOM), Ministry of Planning and Economic Affairs, Ministry of Education, Ministry of Health and Social Welfare

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
	• The population has increased the utilization of safe water and the practice of safe sanitation and hygiene in underserved areas	• National capacity enhanced to maintain immunization coverage over 90 per cent in all counties	
		• Enhanced capacity of health workers and community volunteers to deliver essential nutrition interventions with decentralized service delivery at the community level	
	• Scaled up access to and utilization of HIV prevention, treatment, care and support services	• Caregivers knowledge and skills enhanced to carry out optimal feeding and care practices for children below 2 years of age with a focus in the south-eastern counties and among the urban poor	
		• A holistic early childhood development approach designed, modelled and piloted	
		• Children's learning level in basic education improved	
		• Education management system strengthened, including the decentralization process	
		• Expanded post-basic education provision strengthened	
		• Alternative basic education for out-of-school children, youth, women and persons with disabilities designed and implemented	
		• Increased Government ownership and implementation of effective school feeding programmes in low-performing areas	
		• Integrated curriculum and increased understanding among children, youth and the general public of peace, tolerance and national identity	
		• The capacity of relevant actors to manage social welfare cases, monitor residential facilities and promote family-based care is improved	
		• Birth registration services available across the country	

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		• A safe and secure environment exists across the country for survivors and individuals at risk of violence, harmful traditional practices, exploitation, discrimination, abuse and neglect	
		• Government of Liberia capacity to coordinate and deliver social protection services is enhanced	
		• Vulnerable populations, especially youth, are better prepared for work and have increased opportunities for transitional income generation	
		• The most vulnerable households and individuals receive appropriate safety net transfers	
		• 400,000 persons in underserved areas have access to improved water and sanitation services and knowledge of safe hygiene practices	
		• 500 additional primary schools and 50 health facilities have implemented the water, sanitation and hygiene package in underserved areas	
		• Water, sanitation and health governing bodies established	
		• Water, sanitation and health sector capacity is effectively strengthened at the central and county levels	
		• Financial management capacity in the water, sanitation and health sector is strengthened at the central level	
		• Increased knowledge and understanding of the causes of HIV infection and measures of prevention among youth and adolescents	
		• Increased number of women accessing antiretroviral drugs/therapy services	
		• National AIDS Commission capacity strengthened to implement the multisectoral and decentralized national HIV response	

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		• Increase in the number of people living with HIV accessing quality care, treatment and support services	
To build and operate efficient and effective institutions and systems, in partnership with the citizens, that will promote and uphold democratic governance, accountability, justice for all and that will strengthen peace ($5,560,015 — United Nations country team)	• By 2017, a review of the Constitution is completed with a framework that guarantees democratic governance and equal rights of all citizens • By 2017, Liberia has an effective and efficient natural resources management framework enabling the transparent, accountable and equitable distribution of economic benefits and protection of the rights of all • By 2017, Liberia has an improved and decentralized public sector and civil service, providing fair and accountable basic services to the people	• By 2015, an expanded, comprehensive regulatory framework for natural resources management is formulated and endorsed • By 2016, a complaint and redress mechanism for natural resources management is established and operational • By 2015, the capacity of the Government for contracts, agreements and concessions negotiations is enhanced • By 2015, county governments have operational and technical capacity to formulate and implement county development plan and budget • By 2016, capacity of public sector institutions is enhanced with clearly defined mandates, structures and function • By 2016, county service delivery and outreach are informed by the needs and priorities of citizens • By 2016, the national disaster risk reduction policy is implemented and supported by a commission with clearly defined mandates • By 2015, effective public finance management with a transparency and accountability mechanism is instituted	• UNDP • Office of the United Nation High Commissioner for Refugees, World Bank, IOM, UNOPS, UNFPA, UNESCO, Ministry of Internal Affairs, Ministry of Planning and Economic Affairs, Bureau of Maritime Affairs, Environmental Protection Agency, Liberia Fire Service, Ministry of Justice, FDA, Ministry of Agriculture, Ministry of Housing, WFP, UNMIL

Map

Map No. 4211 Rev. 34 UNITED NATIONS
February 2014 (Colour)

Department of Field Support
Cartographic Section